



# Open Government Plan



Department of the Treasury  
May 2010 *(Revised)*

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## Message from the Assistant Secretary



I am pleased to present the first Open Government Plan for the Department of the Treasury. This Plan represents the beginning of the Department's formal implementation of the Open Government Directive, though the values of transparency, participation, and collaboration are familiar to Treasury. As we continue to build a new foundation for our economy through the implementation of financial and economic recovery policies, Treasury remains committed to creating a strong base for transparency and openness in government practice to promote accountability and provide citizens with unprecedented access to information.

Treasury has made a great effort to proactively release information regarding the historic economic and financial stability activities undertaken this past year. An unprecedented amount of data and information is being made available via a number of websites such as Data.gov, FinancialStability.gov, MakingHomeAffordable.gov, USAspending.gov, Recovery.gov, and many others.

As Treasury continues its mission to maintain a strong economy, create economic and job opportunities by promoting conditions that enable economic growth and stability at home and abroad, strengthen national security by combating threats and protecting the integrity of the financial system, and manage the U.S. government's finances and resources effectively, we are committed to continuing to increase the amount of information available to the public regarding these actions. It is our privilege to serve the American public and the Treasury community by setting the standard for the protection, access, and disclosure of Treasury's information assets.

Daniel Tangherlini  
Assistant Secretary for Management,  
Chief Financial Officer, and Chief Performance Officer

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## Executive Summary

In January 2009, our country entered a new era of openness in government – in how government works, spends money, and serves the American people. The Department of the Treasury manages the public purse. Especially during the recent economic crisis and on the road to recovery, our nation looks to Treasury for guidance, resources, and opportunity. While safeguarding privacy and security, the Treasury has taken a number of steps over the past year to share information in a transparent and accountable way with the world. To date Treasury has identified staff to advocate open government within and beyond its walls, established a web site devoted to open government at <http://www.treas.gov/open/>, and brought a renewed focus on getting requests under the Freedom of Information Act processed as quickly and completely as possible.

Treasury continues to align the principles of transparency, accountability, and participation with the overall strategic goals of the Department. In the short-term, Treasury seeks to promote awareness of open government tools and goals through all levels of the Department. We are committed to identifying and publishing information, especially high value data sets, for public use. Treasury's mission involves several areas that intersect with national security issues, and as such must ensure that the information and data released to the public does not create unnecessary risk to our nation's security, while supporting the release of as much information as possible. Security considerations are embedded in the framework for data quality review for the Department.

Performance measures incorporate reporting of accomplishments with regard to open government priorities. Treasury's goal is to foster a culture of openness throughout all of its functions and activities, so that the concept of open government becomes integral to our work. The Open Government Plan marks a redoubling of Treasury's efforts in this area, specifically (i) describing how the Department has begun implementing changes, (ii) summarizing goals as they relate to Treasury's mission, (iii) acknowledging areas of challenge; and (iv) identifying opportunities for collaboration between Treasury and the public.

## Treasury Goal Statement for Open Government

As Treasury continues to build a new foundation for our economy through the implementation of financial and economic recovery policies, Treasury remains committed to creating a new foundation of transparency and openness in government practice to promote accountability and provide citizens with unprecedented access to information. Treasury's goal is to serve the American public and the Treasury community by setting the standard for the protection, access, and disclosure of information.

## Formulating the Treasury Open Government Plan

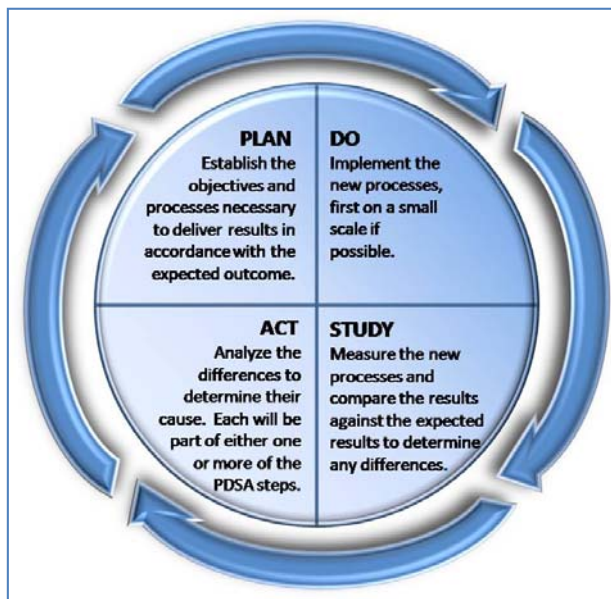
### Overview of the Open Government Initiative

The Administration's commitment to an unprecedented level of openness in government establishes a system of transparency, public participation, and collaboration. Treasury embraces these three pillars of the Open Government Initiative as furthering the Department's mission, vision, values, and goals. Treasury continuously strives to maintain the public trust and confidence and, in this vein, acknowledges that:

- Transparency promotes accountability by providing the public with access to information on government operations and activities.
- Participation invites members of the public to contribute and influence government policies and functions, so government can more readily represent the voice of the people.
- Collaboration encourages cooperation between agencies, across levels of government, and between the public and private sectors.

### Methodology

Treasury approaches Open Government as an integral component of the Department's strategic methodology. The many Treasury Departmental Offices and bureaus operate in unity to serve the American people and Treasury prioritizes Open Government as a Department-wide effort.



To create a sustainable infrastructure for implementing open government, Treasury is utilizing the Plan-Do-Study-Act (PDSA)<sup>1</sup> methodology. The PDSA approach is an iterative process designed to identify cause and effect of situations through implementing on a small scale, refining the process based on the findings, then implementing the solution on a larger scale. The team approach is effective to address issues that span across multiple disciplines and organizational components. Whether a team is ad hoc, self-managed, or a network, it must have a process to follow to arrive at a solution. Continuous improvement efforts must start with careful planning, must result in effective action, and must move on again to careful planning in a continuous cycle. If the first iteration is not successful, the team then goes back to the Plan stage to come up

with some new ideas for solving the problem and goes through the cycle again. As Treasury implements various components of our open government plan and measures the results, we will determine what is

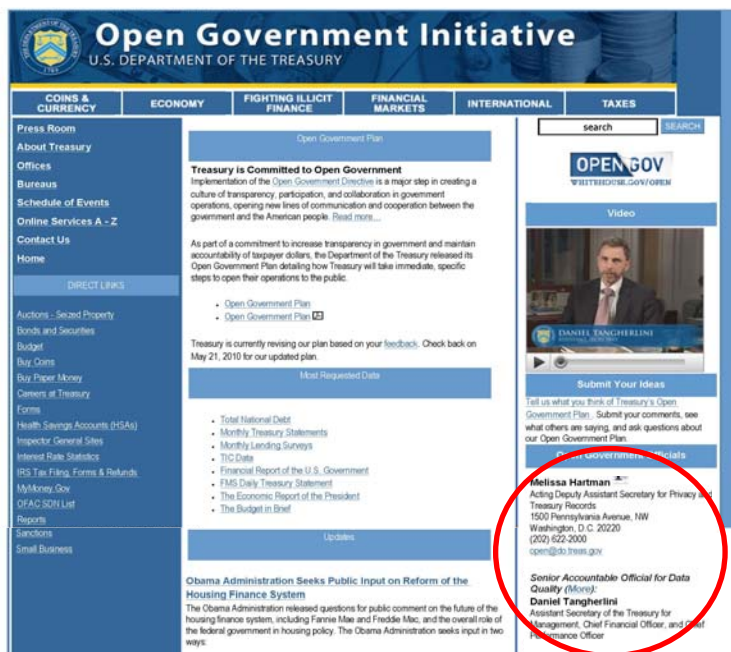
<sup>1</sup> The Plan-Do-Study-Act (PDSA) cycle was originally developed by Walter A. Shewhart as the Plan-Do-Check-Act (PDCA) cycle. W. Edwards Deming modified Shewhart's cycle to PDSA, replacing "Check" with "Study." [See Deming WE. [The New Economics for Industry, Government, and Education](#). Cambridge, MA: The MIT Press; 2000.]

effective and what is not, and where adjustments to the plan may be needed to continue progress towards our goal of truly open and transparent operations.<sup>2</sup>

### Treasury Open Government Framework

Extensive public and employee engagement has taken place in the formulation of this plan, which has led to the incorporation of relevant and useful ideas developed in the dialogue. Public engagement will continue to be part of Treasury's periodic review and modification of this Plan.

## Leadership and Governance



The Assistant Secretary for Management and Chief Financial Officer has been designated Senior Accountable Official (SAO) for data quality. In accordance with the Open Government Directive, this official is accountable for the quality and objectivity of, and internal controls over, the Federal spending information publicly disseminated through such public venues as USAspending.gov or other similar websites. He has designated two key officials to help implement and build the infrastructure to sustain transparent and open operations. The Deputy Chief Financial Officer has been designated the responsibility to develop and implement the framework for data quality. The official will participate in Treasury's

Senior Management Council, or similar governance structure, for the agency-wide internal control assessment pursuant to the Federal Managers' Financial Integrity Act. The Deputy Assistant Secretary

<sup>2</sup> The PDSA process involves multiple steps and iterations to determine the ultimate solutions for the issue at hand. The following key principles should be kept in mind as the Department implements open government activities.

**Setting Goals:** *Improvement requires setting goals. The goal should be time-specific and measurable, and should also define the target population affected by the changes.*

**Establishing Measures:** *Use quantitative measures to determine if specific changes lead to the desired improvement.*

**Selecting Changes:** *Not all changes result in improvement, so identify the changes that are most likely to result in the desired improvements.*

**Testing Changes:** *The PDSA cycle is an iterative process for testing a change in the real work setting — by planning it, trying it, observing the results, and acting on what is learned. This is the scientific method used for action-oriented learning.*

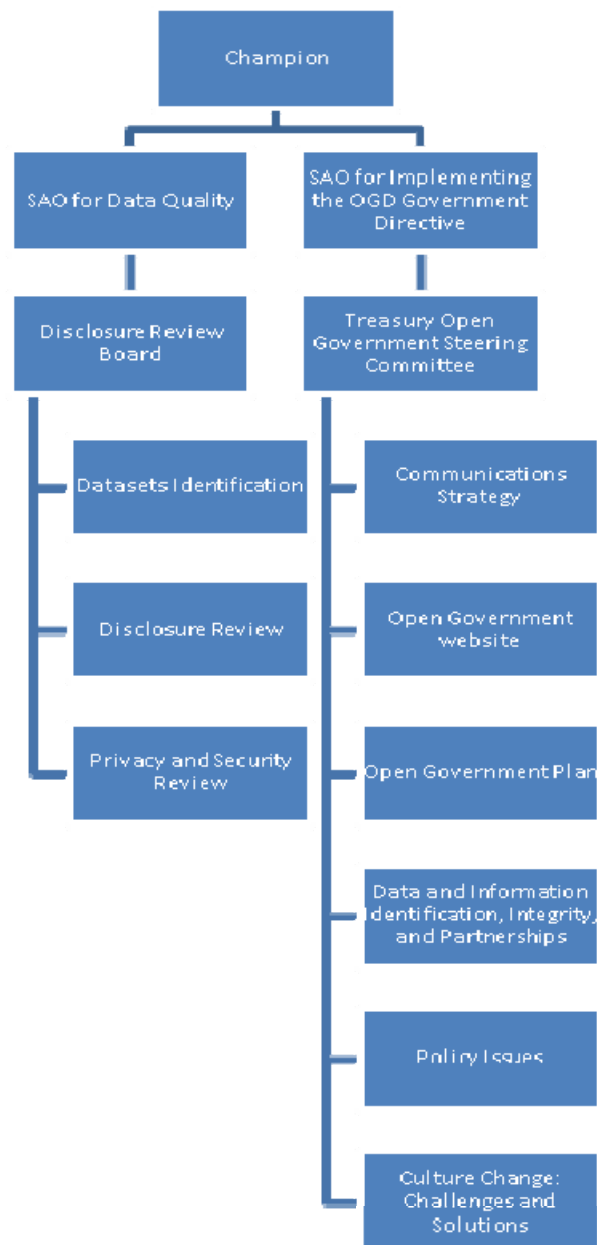
**Implementing Changes:** *After testing a change on a small scale, refine the change from what is learned through several PDSA cycles. Then the team can implement the change on a broader scale — for example, for an entire work unit.*

**Spreading Changes:** *After successful implementation of a change or package of changes for a pilot population or an entire unit, the team can spread the changes to other parts of the organization or in other organizations.*

for Privacy and Treasury Records has been designated the Senior Agency Official for implementing the Open Government Directive. These key officials serve to lead Treasury toward a culture of Open Government and are identified on the Department's Open Government Initiative webpage at [www.treas.gov/open](http://www.treas.gov/open) (see screen shot on page 3.)

### **Treasury-Wide Steering Committee**

To manage Treasury's shift toward transparency and openness throughout its operations, Treasury has developed a governance structure to develop the implementation plan, identify areas of opportunity, solicit and incorporate public feedback, and provide leadership across the Department to create a culture of openness and transparency in operations. An Open Government Steering Committee has been convened with representatives from each of Treasury's bureaus to develop the guidance and provide leadership on these activities across the Department and to utilize existing data and resources to enable Treasury to provide greater transparency, increase participation and collaboration opportunities, to effectively manage the economy. Additional members of the committee include representatives from the offices of Public Affairs, General Counsel, Inspectors General, Management and Budget, Privacy and Records, Deputy Chief Financial Officer, Chief Information Officer, Procurement Executive, and Human Resources. The Senior Agency Official for implementing the Open Government Directive chairs the steering committee. In addition, the steering committee will develop the reporting framework to ensure accountability to the Department and the public. This Treasury-wide governance structure develops the processes and identifies activities that will enable Treasury to develop and institutionalize a culture of transparency and openness in the conduct of Treasury mission activities, support the quality of, and the presumption of disclosure, of Treasury information.



Treasury's leadership approach will continue to develop in terms of how leadership and momentum will be sustained into the future. New governance councils will be created as needed, and

existing governance bodies that have been formally charged with driving and overseeing open government efforts on an ongoing basis will ensure that open government remains a priority and is integrated into the strategic goals of the Department.

### **Subcommittees**

Six subcommittees have been formed to oversee specific lines of activities for the Department and include the following:

#### *Communications*

Develop a Treasury-wide strategy and network for both disseminating and receiving key information pertaining to Treasury's implementation of the Open Government Directive activities; elicit innovative ideas for promoting openness and transparency; provide metrics on progress.

#### *Open Government Website*

Develop and implement Treasury's open government website; formalize processes for accepting input, providing data review, and approving website content; identify needed functionality to enable collaboration and participation.

#### *Open Government Plan*

Develop the framework for the structure and content of Treasury's Open Government Plan to describe how the agency will foster a culture of openness, incorporating the principles of transparency, participation, and collaboration into all facets of the Department's operations.

#### *Data and Information Identification, Integrity, and Partnerships*

Identify current datasets and information to make available to the public, and possibilities for partnerships with other agencies to provide and/or create complementary datasets to help drive economic change. Implement an effective internal control and review process of information and datasets to be made public to ensure the accuracy, timeliness, and usefulness of this data, including proper review for privacy and disclosure compliance before release.

#### *Policy Issues*

Identify current policies impacted and in need of revision, as well as new policies needed, to support and enable transparency, collaboration, and participation activities in support of the Open Government Directive.

#### *Culture Initiative: Challenges and Solutions*

Establish and maintain a long-term initiative to promote the principles of open government in Treasury's workplace culture. Through outreach, education, and engagement, we will strive to ensure that all employees through all levels of Treasury's operations incorporate transparency, accountability, public participation, and collaboration into their daily activities at the Department.



## Alignment with the Treasury Strategic Plan and Core Mission Areas

### Open Government Strategic Goals and Outcomes

Treasury aligns its open government strategy with the agency's strategic plan, particularly with respect to Treasury's strategic goal of management and organizational excellence. Treasury demonstrates its thorough commitment to open government by tying the goals of transparency, participation, and collaboration to the mission and strategic goals of the Department.

Strategic Goals	Outcomes
Transparency	<ul style="list-style-type: none"> <li>- Information Dissemination: Paperwork Reduction Act Compliance</li> <li>- Inventory of High-Value Datasets</li> <li>- Plan for Future Publication of High-Value Datasets</li> <li>- Compliance with Data.gov, eRulemaking, IT Dashboard, Recovery.gov, USAspending.gov</li> <li>- Plan of Action and Milestones to Inform Public of Significant Agency Business</li> <li>- Records Management Requirements</li> <li>- Website for Staffing, Organizational Structure, FOIA Requests, Congressional Requests</li> <li>- Website for Declassification Program</li> </ul>
Participation	<ul style="list-style-type: none"> <li>- Descriptions and links to Websites for Public Participation</li> <li>- Feedback Tools and Practices for Public Engagement</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>- Technology to Improve Collaboration Within and Outside Agency</li> <li>- Descriptions and Links to Collaboration Efforts</li> <li>- Programs to Increase Collaboration</li> </ul>

### Opportunities to Participate in Existing Treasury Efforts

Treasury seeks to incorporate the strategic goals and outcomes of its Open Government Plan into the existing Strategic Plan Framework. In this way, existing measures of strategic goals can be used to assess the effectiveness of open government objectives. The performance measures framework for open government initiatives is aligned with the agency's overall performance framework, enabling specific open government activities to be assessed. As Treasury moves forward with the next strategic plan update process, Open Government questions will be included in the senior leadership interview process to ensure the Department's open government activities are aligned with the Department's overall strategic objectives.

Existing Measure	Incorporation of Open Government Objectives
Routinely scheduled Q&A with top management	Include questions on definition and level of priority of open government initiatives
Quarterly reviews of departmental offices and bureaus by top management	Require quarterly reporting of open government measures, such as number of datasets produced for open government disclosure, etc.

Existing Measure	Incorporation of Open Government Objectives
Communication channels with public stakeholders	Invite comments re: open government initiatives/issues/concerns

Treasury is continuing to develop how the agency will improve collaboration, including steps the agency will take to revise its current practices to further cooperation with other Federal and non-Federal governmental agencies, the public, and non-profit and private entities in fulfilling Treasury's core mission activities. Specific details will be provided on proposed changes to internal management and administrative policies to improve collaboration. Treasury plans include:

- Proposals to use technology platforms to improve collaboration among people within and outside the agency
- Descriptions of and links to appropriate websites where the public can learn about existing collaboration efforts of the agency
- Innovative methods, such as prizes and competitions, to obtain ideas from and to increase collaboration with those in the private sector, non-profit, and academic communities.

Examples:

- **Outreach to Financial Institutions to increase collaboration:** The Financial Crimes Enforcement Network (FinCEN), a Treasury bureau, is engaged in a variety of initiatives to ensure that its mission as administrator of the Bank Secrecy Act (BSA) is carried out in the most efficient and effective manner possible. In furtherance of these goals, FinCEN has initiated an outreach effort with representatives from a variety of industries that fall under BSA regulatory requirements. This outreach assists in FinCEN's ongoing work with the financial industry as institutions strive to comply with their responsibility to report certain information and suspicious activities to FinCEN, as well as FinCEN's responsibility to ensure this useful information is made available to law enforcement, as appropriate. FinCEN has concluded its meetings with some of the largest depository institutions and money services businesses in the United States, and is continuing its most recent outreach phase with smaller depository institutions. Periodically, FinCEN publishes reports to share information gathered as part of its outreach initiative. Reports are located at [http://www.fincen.gov/news\\_room/rp/financial\\_institutions\\_outreach\\_initiative.html](http://www.fincen.gov/news_room/rp/financial_institutions_outreach_initiative.html).
- **Using technology to enhance collaboration with financial institutions:** FinCEN continues to encourage financial institutions to electronically file BSA reports, and has issued a brochure ([http://www.fincen.gov/whatsnew/pdf/E-File\\_Brochure.pdf](http://www.fincen.gov/whatsnew/pdf/E-File_Brochure.pdf)) highlighting the benefits of using the Bank Secrecy Act Electronic Filing System (BSA E-Filing). BSA E-Filing is a free, Web-based system that allows financial institutions subject to BSA reporting requirements to electronically file a variety of BSA forms. Electronically filing these forms makes them available to and searchable by law enforcement in 2 days, rather than up to 11 days if filed on paper. E-Filing BSA information increases the timeliness of data availability, reduces the cost of paper processing, and improves data quality. FinCEN is committed to working with financial institutions to increase their understanding of the value that E-Filing provides, accomplishing joint efforts to get important information relating to money laundering and terrorist financing to law enforcement in the quickest manner possible. FinCEN's recent enhancements to BSA E-Filing support the Department of the Treasury's flagship initiative of moving toward a paperless Treasury. BSA E-Filing provides cost savings for the government and improved response to customers. The BSA E-Filing homepage is located at <http://bsaefiling.fincen.treas.gov/main.html>.

*Department-Wide/Across Departmental Offices and Bureaus*

Each bureau has identified an Open Government representative who serves as:

- An advocate within his or her bureau for open government initiatives,
- Member of the Department-wide steering committee on the Open Government Initiative,
- Voice for individual bureau issues or concerns,
- Resource for ideas and information, and
- Point of contact to receive feedback on Treasury's open government efforts.

The Deputy Assistant Secretary for Privacy and Treasury Records leads the Department's steering committee on the Open Government Initiative. The members of the steering committee also serve on various subcommittees:

- Website,
- Open Government Plan,
- Communications,
- Data and Information Identification, Integrity, and Partnerships,
- Policy, and
- Culture Change Initiative: Challenges and Solutions.

The Steering Committee Chairperson engages in ongoing dialogue with key Department partners to assist with the development and implementation of effective strategies and activities for implementing the principles of transparency, participation, and collaboration. The offices of Public Affairs and Public Liaison are engaged in the communication strategy for the public, open government advocacy groups, and key stakeholders, to both communicate the Department's commitment to open government and actively engage these communities of interest on how the Department can become more open and provide information of high interest and value to the public. The Office of the Chief Information Officer is actively engaged in determining the most effective use of technology for creative solutions and active stakeholder engagement, including support of the Open Government webpage [www.treas.gov/open](http://www.treas.gov/open) and other sites such as [www.financialstability.gov](http://www.financialstability.gov). The offices of Privacy, Records, and Disclosure Services are working with both the steering committee and the data quality official to support maximum disclosure of Treasury information while ensuring appropriate protections for individual privacy and security.

In an effort to reach all Treasury employees in cultivating a culture of openness, Treasury is finishing the development of a training module entitled "Transparency and Open Government Awareness" which will help Treasury employees understand the open government principles reflected in the President's memoranda on transparency and open government and FOIA, how these concepts affect Treasury employees' daily work activities, and how Treasury conducts business with the presumption of openness, including the administration of its FOIA related activities. When completed in early spring 2010, the training module will be available to all employees via the Treasury Learning Management System as well as via the Treasury intranet.



### Bureau-Specific Activities

The open government team is also leveraging the existing networks within Treasury to enhance the communication of Treasury's open government values and efforts, such as the various executive councils (e.g. CIO, CFO, Privacy, FOIA, and Human Capital Councils), and intra-agency work committees. Through these collaboration efforts within the Department, Treasury effectively combines available resources to present a uniform effort toward open government.

Various bureaus already have taken the initiative to use technology to promote open government goals. The chart below highlights some of Treasury's accomplishments, listing just some of the Department's recent innovative projects by bureau.

Bureau	Initiative	Description	Benefits
Departmental Offices Office of the Chief Information Officer	Wiki pilot for Paperwork Reduction Act information collection	Engage public participation via a wiki with the IRS information collection 1545-0056, <i>Application for Recognition of Exemption under Section 501(c)(3) of the Internal Revenue Code</i> . Public comments for information collections via the Federal Register process are minimal to none.	<ul style="list-style-type: none"> <li>• More collaborative and participatory process</li> <li>• Reduce paperwork burden hours</li> <li>• Reduce cost of publishing Federal Register notices</li> <li>• Reduce cost of producing and distributing the form</li> </ul>
Internal Revenue Service (IRS)	Electronic filing PIN	Implementation of a web-based self-service application to provide individual taxpayers with a five digit PIN that will be used to authenticate identity when electronically filing their tax return.	<ul style="list-style-type: none"> <li>• Increase number of electronic filings</li> <li>• Increase ease of use by the public</li> </ul>
IRS	Preparer Taxpayer Identification Number	Implementation of a web-based program to require paid tax return preparers to register.	<ul style="list-style-type: none"> <li>• Increase taxpayer compliance</li> <li>• Ensures uniform ethical standards for preparers</li> </ul>
IRS	Federal Student Aid (FSA) Datashare	Supports the simplification of the Department of Education's online Free Application for Federal Student Aid (FAFSA) process by providing applicants with 14 IRS data elements needed to complete the FSA forms.	<ul style="list-style-type: none"> <li>• Improve accuracy</li> <li>• Reduce applicant burden</li> <li>• Reduce program costs</li> </ul>
IRS	Web-Adjusted Gross Income (AGI)	Online web application for taxpayers to obtain their AGI information for multiple	<ul style="list-style-type: none"> <li>• Streamlines taxpayer ability to obtain AGI tax information</li> </ul>

Bureau	Initiative	Description	Benefits
		purposes, such as filing electronically and mortgage verification.	<ul style="list-style-type: none"> <li>Reduces call center wait times for taxpayers</li> <li>Information provided in English and Spanish</li> </ul>
Office of Foreign Assets Control (OFAC)	Electronic processing for license applications pursuant to the Trade Sanctions Reform and Export Enhancement Act of 2000 (TSRA)	To respond to the increase in the number and complexity of applications submitted to OFAC pursuant to TSRA, OFAC is upgrading the technology and remodeling the software application logic. This initiative introduces a public-facing electronic license application.	<ul style="list-style-type: none"> <li>Increase in the number of applications processed annually</li> <li>Increase ease of use by the public</li> <li>Move away from paper-based process</li> </ul>
Bureau of Engraving and Printing (BEP)	MoneyFactoryStore.gov	New web site launched in Nov. 2009 that was developed and deployed using the Software as a Service (SAAS) cloud computing model and includes a Pay.gov payment gateway that allows the public to easily and securely use credit cards to buy products from BEP.	<ul style="list-style-type: none"> <li>Increase ease of use by the public</li> <li>Increase online orders for products</li> <li>Decrease transaction costs</li> </ul>
Bureau of Public Debt (BPD)	RSS Feeds for Treasury Auction Announcements and Treasury Auction Results	Implemented in Jan. 2010 to promote transparency and the use of social media and to provide customers with an alternative method for obtaining auction data.	<ul style="list-style-type: none"> <li>Low cost</li> <li>Increase communication with customers</li> </ul>
BPD	Pilot of enterprise wiki software	Pilot project focused on collaboration within the Office of Information Technology on technical documentation. Future use may include blogs and gathering information on BPD's history.	<ul style="list-style-type: none"> <li>Increase collaboration within the agency</li> <li>Increase communication with the public</li> </ul>
BPD	TreasuryDirect®	Internet accessed, account-based system through which the public can purchase and hold any of Treasury's retail securities products in electronic form. These products include savings bonds, Treasury bills, notes, and Treasury inflation protected	<ul style="list-style-type: none"> <li>Increase ease of use by customers</li> <li>Increase communication with customers</li> <li>Offers robust security measures</li> </ul>

Bureau	Initiative	Description	Benefits
		securities (TIPS).	
BPD	"Kids" web site	Plan to launch a web site for 6 <sup>th</sup> to 12 <sup>th</sup> graders to educate them on BPD, the role of borrowing to fund the federal government, and saving and investing with Treasury securities.	<ul style="list-style-type: none"> <li>Educate the public in fun and interactive ways</li> </ul>
Financial Management Service (FMS)	Economic Recovery Payments (ERP)	Issuance of ERP to retirees, disabled individuals, and Supplemental Security Income (SSI) recipients receiving benefits from the Social Security Administration (SSA), Railroad Retirement Board (RRB), or U.S. Department of Veterans Administration (VA).	<ul style="list-style-type: none"> <li>Improved disbursement process</li> </ul>
Departmental Offices – Office of Financial Stability (OFS)	Financial Recovery Information Transparency	Methods of providing the public with information on financial stability programs, specifically <a href="http://www.financialstability.gov">www.financialstability.gov</a> , <a href="http://www.makinghomeaffordable.gov">www.makinghomeaffordable.gov</a> , and upcoming presence on YouTube.	<ul style="list-style-type: none"> <li>Increase communication with the public</li> <li>Promote transparency, accountability, and effectiveness of programs</li> </ul>
U.S. Mint	Numismatic Web Integration Project	Unifies the U.S. Mint's public information site ( <a href="http://www.usmint.gov">www.usmint.gov</a> ) and its ecommerce catalog site ( <a href="http://www.catalog.usmint.gov">www.catalog.usmint.gov</a> ) to create a single and coherent web presence.	<ul style="list-style-type: none"> <li>Reduce user confusion</li> </ul>
Office of the Comptroller of the Currency (OCC)	OnLine Customer Complaint (OLCC)	Provides consumers with the option of submitting complaints via the Internet. Prior to the launch of OLCC, complaints were received via U.S. mail, fax, and email only.	<ul style="list-style-type: none"> <li>Reduce paper processing</li> <li>Reduce data entry errors</li> <li>Reduce personally identifiable information (PII) required to file a complaint.</li> <li>Reduce cost</li> <li>Promotes paperless Treasury</li> </ul>
Financial Crimes	Bank Secrecy Act (BSA) Information Technology	Enables efficient capture, dissemination, and proactive/	<ul style="list-style-type: none"> <li>Quickens response to changes in</li> </ul>

Bureau	Initiative	Description	Benefits
Enforcement Network (FinCEN)	(IT) Modernization	reactive analysis of Bank Secrecy Act data which is critical to assuring the stability of the nation's financial system.	financial industry and patterns of criminal activity <ul style="list-style-type: none"> <li>• Reduces cost</li> <li>• Simplifies stakeholder interaction for filing</li> </ul>

### Interagency Collaboration

Treasury is actively engaged in several interagency efforts to identify opportunities for collaboration regarding the identification and release of complementary datasets. For example, in order to promote job creation throughout the economy, several agencies including Treasury have created an open government job creation working group which is committed to greater transparency of government information, additional interagency /public-private collaboration and robust participation by the public. These core principles of the Open Government Directive can, should, and must be focused across the federal government to encourage economic recovery and job growth.

### Timeline for Upcoming Projects

One example of the openness of government is the public education and outreach program for the rollout of the new \$100 note, as described in the following milestone chart.

Milestones
<ul style="list-style-type: none"> <li>• April 21, 2010: rollout of the \$100 public education program began with an unveiling of the note at Treasury as well as in locations internationally</li> </ul>
<ul style="list-style-type: none"> <li>• September 2010: free educational materials will begin to ship to those who place orders on the website</li> </ul>
<ul style="list-style-type: none"> <li>• Fall 2010: a "momentum" training event with the gaming community - large stakeholder group due to high customer use of the \$100 note</li> </ul>
<ul style="list-style-type: none"> <li>• February 10, 2011: events domestically and internationally to mark the day of issue of the note</li> </ul>
<ul style="list-style-type: none"> <li>• Upcoming and ongoing through February 2011:</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Training seminars for financial institutions and law enforcement</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Online podcast series explaining the U.S. currency design, printing and distribution process</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Participation in currency conferences around the globe</i></li> </ul>
<ul style="list-style-type: none"> <li>• Summer 2010: Research will be conducted in key markets to gauge initial awareness of the note</li> </ul>
<ul style="list-style-type: none"> <li>• Spring 2011: Research will be conducted in key markets to gauge program response and resulting awareness of the note</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Main stakeholders include embassies, large and small financial institutions, currency exchanges, law enforcement, bank equipment manufacturers and the gaming and retail</i></li> </ul>

*industry. On April 21 our database of stakeholders received notification via email that the roll out had begun. When they submit a tip or question on the website the public education team (BEP, FRB, USSS) will review it. With approval, the program's web content manager will post the tip or answer to the website.*

### *Collaboration with the Public*

Treasury has dedicated a website to highlight Treasury's Open Government Initiative: <http://www.treas.gov/open/>. In order to engage the public in a discussion of openness at Treasury, the website provides a forum for the public to submit their ideas and readily displays the number of votes for or against any particular idea that has been submitted. The website invites the public to contact Treasury and provides contact information for key officials responsible for the Open Government effort, including the Senior Agency Official for Implementing the Open Government Directive, and the Senior Accountable Officer for Data Quality, as well as for all departmental offices and bureaus. The website offers email subscriptions and a Really Simple Syndication (RSS) Feed, a method of receiving web updates on topics of choice as an alternative to email subscriptions. Publishing Government information online increases accountability, promotes informed participation by the public, and creates economic opportunity. Treasury has proven its commitment to the use of its website to disseminate information and will continue these efforts to publish information online and, to the extent possible, in the following manner:

- Timely release of information
- Provide an open format that can be retrieved, downloaded, indexed, and searched by commonly used web search applications. An open format is one that is platform independent, machine readable, and made available to the public without restrictions that would impede the re-use of that information.
- Use modern technology to disseminate useful information in a proactive way rather than waiting for FOIA requests.

Treasury also conducts outreach to key segments of the public via a number of other means, including periodic outreach to members of the open government advocacy groups and library communities regarding information they would like to have Treasury make publicly available. Treasury invited several open government interest groups to participate in a panel discussion in April 2010 as part of a training session for Treasury employees on open government and FOIA, enabling Treasury employees to hear directly from public groups regarding their ideas and requests for how the Department can improve our transparency and openness in operations. The Department is also hosting the Open Government Community Summit in May 2010, an interagency collaborative event open to the public as well as government employees. The theme of the workshop is "Building a Vibrant Interagency Community of Practice Focused on Open Government," and is designed to share knowledge across agencies and between the public, private, and non-profit sectors to address challenges and questions regarding building a sustainable open government effort. Treasury's Office of Public Liaison is a key partner in identifying specific interest groups for Treasury's various program activities.

The bureaus also identify key segments of the public that are interested in the bureau specific program activities. A variety of interest groups such as the financial institutions and currency

exchanges, gaming industry, journalists, banknote equipment manufacturers, law enforcement, and the retail industry, are targeted through various program specific websites such as [www.newmoney.gov](http://www.newmoney.gov) described above. Other key examples include:

**BPD:** Provides information on how to do business with the Bureau of Public Debt at [http://www.publicdebt.treas.gov/vendorinfo/vendor\\_info.htm](http://www.publicdebt.treas.gov/vendorinfo/vendor_info.htm).

**FMS:** Provides ongoing training opportunities open to federal employees and the public alike. Calendar of training events can be found at: <http://www.fms.treas.gov/calendar.html>

**FinCEN:** FinCEN's BSA IT Modernization Initiative is a Treasury effort to provide a modernized information technology foundation to collect, analyze, and share Bank Secrecy Act (BSA) data. Modernization is a critical component of government efforts to ensure the transparency of U.S. financial systems, detect and deter crime, strengthen national security, and achieve economic stability and growth. The benefits of this investment will be leveraged across the hundreds of Federal, State, and local agencies that rely on FinCEN and BSA data. The Modernization Initiative aims to develop a reliable and secure BSA information management and analysis framework that will provide better systems for filers and users, enhance data integrity, and improve analytical tools. FinCEN's BSA IT Modernization efforts will improve BSA data quality, as well as its ability to share BSA data and IT systems with its law enforcement and regulatory partners.

*Financial Fraud Enforcement Task Force (FFETF):* President Obama established the Financial Fraud Enforcement Task Force (FFETF) in November 2009 to hold accountable those who helped bring about the last financial crisis, and to prevent another crisis from happening. FinCEN is playing an active role within the FFETF at both the committee and working group levels, building upon its experience in fighting financial crime and longstanding relationships in sharing information with other government agencies. FinCEN has been actively involved in these efforts because of its ability to build upon an existing network of support to financial regulators and Federal, State, and local law enforcement. Of the three Task Force committees enumerated in the President's Executive Order, FinCEN serves together with the Justice Department's Executive Office for United States Attorneys as co-chair of the Training and Information Sharing Committee. More information on FinCEN's involvement on the task force can be found at <http://www.fincen.gov/fraudenftaskforce.html>.

*Collaborative efforts to fight mortgage fraud:* FinCEN has a unique capacity to network and facilitate information sharing. As a result, FinCEN analysts continue to work with the Federal Bureau of Investigation on a major initiative involving mortgage fraud investigations. FinCEN staff support the initiative through analyses based on Bank Secrecy Act data and knowledge of the potential types of criminal activity and possible participants in mortgage fraud. FinCEN's first published study noting the emergence of mortgage fraud was in 2003, and it has since published numerous analytical reports for regulators and law enforcement, and to better inform the financial industry about the risks of mortgage loan fraud. In addition, FinCEN is working closely with the Department of Housing and Urban Development's Office of the Inspector General to raise awareness of an apparent increase in fraudulent activity involving reverse mortgages, including through an advisory on these concerns, so that financial institutions may better assist law enforcement when filing Suspicious Activity Reports. More information on FinCEN's collaborative efforts to fight mortgage fraud can be found at <http://www.fincen.gov/mortgagefraud.html> and <http://www.fincen.gov/foreclosurerescue.html>.

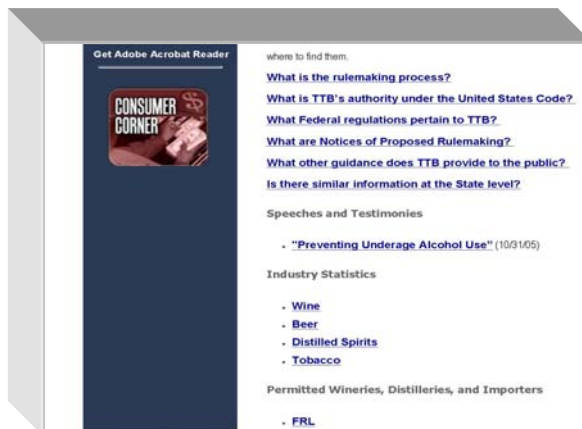


**The Advanced Counterfeit Deterrence (ACD) Steering Committee** is a combined Treasury, Federal Reserve and U.S. Secret Service group that was formed in 1982 to coordinate the counterfeit deterrence activities of the government agencies involved in the U.S. currency effort. To stay ahead of counterfeiters, enhancing the design has become an ongoing process, with the United States introducing new currency designs approximately every 7 – 10 years. A public education program is conducted in conjunction with the redesign of each denomination. To ensure a seamless introduction of new designed notes -- program elements are created to provide the public with the information required to protect them from fraud or economic loss associated with currency counterfeiting. The program's collaborative website, [www.newmoney.gov](http://www.newmoney.gov) allows the public to order or download free educational materials including posters, brochures and training CDs and DVDs. The program also engages the public through social media channels where visitors can comment and provide feedback.

**OCC:** Provides direct information regarding how to find public information on the web about individual banks at: <http://www.occ.treas.gov/pubinf.htm>. OCC also conducts many outreach events designed both to provide information to the public and elicit feedback and input from the public regarding the services provided by OCC. The Community Affairs events are listed and described at: <http://www.occ.treas.gov/cdd/commfoc.htm>.

OCC's Community Affairs Department supports the OCC's mission to ensure a safe and sound banking system by helping national banks to be leaders in providing community development financing and retail services to underserved communities and consumers. Those activities include:

- Providing training and technical assistance on effective strategies for community development, formation of community development corporations, community development banks, lending consortia and other partnerships, or investing in community development projects.
- Conducting tailored one-on-one consultations with national banks to assist these institutions in identifying opportunities and resources to support community development finance.
- Sponsoring conferences, roundtable discussions, and workshops for the exchange of information and ideas, among lenders, community groups, and government officials.
- Developing publications and Web-based resources on innovative approaches banks have used to provide community development financing and retail financial services to underserved rural, urban and Native American communities.



**TTB** provides a number of specific website areas for various industry segments including import/export, international trade, and small businesses at:

<http://www.ttb.gov/index.shtml>

Also find resources for researchers and students at: [http://www.ttb.gov/student\\_research/index.shtml](http://www.ttb.gov/student_research/index.shtml)

**OTS** provides information to distinct communities of interest as indicated on their website:

<http://www.ots.treas.gov/>. These segments include public consumers and thrift institutions.

**Mint** provides a wealth of information for the public as well as businesses at: <http://www.usmint.gov/consumer/> The Mint also provides a great deal of information for educators and students at <http://www.usmint.gov/kids/teachers/>



### Office of Financial Stability:

Treasury is committed to transparency and accountability in all of its programs and policies, including all programs established under the Emergency Economic Stabilization Act (EESA). In addition to these actions, Treasury works with oversight bodies for the Troubled Asset Relief Program (TARP) including the Government Accountability Office, the Special Inspector General for TARP, the Congressional Oversight Panel, and the Financial Stability Oversight Board.

**Contracts:** As part of Treasury's effort to keep taxpayers informed about TARP activities, Treasury announced on January 28, 2009, that it would begin posting redacted investment contracts for future transactions on Treasury's web site within ten business days of a transaction's closing. For transactions that have already closed, Treasury publicly posts contracts on a rolling basis until all investment agreements are available on the web site. [Click here to visit the contracts section of FinancialStability.gov](#)

**Departmental Offices:** Financial literacy is an important part of Treasury's activities. The Community Financial Access Pilot (CFAP) is an initiative of the Treasury's Office of Financial Education, endorsed by the President's Advisory Council on Financial Literacy, designed to increase access to financial services and financial education for low- and moderate income families and individuals. Best practices learned from around the country will be shared with participating communities to help them build sustainable approaches to expanding financial access among community residents. Lessons learned from the pilot communities will be shared across the country so more communities can develop similar approaches.

### Background

Ensuring that all Americans who wish to participate in the nation's strong and diverse financial system has long been a topic of importance to Treasury. At a minimum, approximately 10 million households (9%) currently lack a bank or credit union account. These households are more likely to: pay more for financial services such as check cashing and bill payment; be at higher risk of theft and robbery; have a harder time building assets such as buying a home, saving for education, or obtaining a small business loan; have a harder time handling financial emergencies; and do not fully benefit from local and national economies. In addition, it is estimated that 30 to 50 million other Americans have a traditional account, but use alternative financial service providers, such as check



cashers and money wiring services, often incurring significantly higher costs and greater risk, than using financial products and services from a financial institution.

### *Objectives*

The goal of the *Community Financial Access Pilot* is to increase access to financial services and financial education for low- and moderate-income people. Treasury will implement best practices learned from Treasury's First Accounts Program and the Financial Literacy and Education Commission's Regional Conferences on Reaching the Unbanked. Community Consultants (Treasury staff) will provide assistance to approximately six to eight demonstration sites to implement community initiatives. At the conclusion of the pilot Treasury will release to the public information on effective practices.

- In each pilot site, the Community Consultants will assess community needs, facilitate partnerships, work with local organizations to develop appropriate financial products, and implement financial education services.
- The Office of Financial Education consulted with other federal agencies, non-profit organizations, and financial institutions, to identify locations for the pilot. The selected sites will include urban, suburban, and rural communities with low- and moderate-income populations needing financial education and financial access.
- The pilot is designed to build local capacity to continue the initiative even after the end of the pilot.

In addition to partners at each local pilot, the CFAP welcomes national partners, which agree to participate in one or more CFAP sites and share lessons learned from the CFAP nationally, in order to disseminate and promote effective approaches to promoting financial access and financial education. National partners include:

- Bank of the West
- Citigroup, Inc., Office of Financial Education
- National League of Cities, Institute for Youth, Education and Families
- Office of the Comptroller of the Currency
- PNC Community Development Banking
- Wachovia Corporation
- Regions Financial Corporation

The Financial Literacy and Education Commission (the Commission) was established under Title V, the Financial Literacy and Education Improvement Act which was part of the Fair and Accurate Credit Transactions (FACT) Act of 2003, to improve financial literacy and education of persons in the United States. The FACT Act named the Secretary of the Treasury as head of the Commission and mandated the Commission include 19 other federal agencies and bureaus. The Commission coordinates the financial education efforts throughout the federal government, supports the promotion of financial literacy by the private sector while also encouraging the synchronization of efforts between the public and private sectors.

- <http://www.mymoney.gov/> is the federal government's website that serves as the one-stop shop for federal financial literacy and education programs, grants and other information. MyMoney.gov is available in English and Spanish.

- **1-888-MyMoney** is the federal government's toll-free hotline accessible to the public seeking information about federal financial education materials. Information is available in English and Spanish.

### *Prizes and Challenges*

The use of prizes and challenges provides opportunities for Treasury to advance our mission, educate the public about key financial and economic issues, and help focus communities on specific problems and solutions. An example of a successful repeat challenge conducted by Treasury, in coordination with the Department of Education, is the National Financial Capability Challenge, which is a non-monetary award program designed to increase the financial knowledge and capability of high-school aged youth across the United States. It challenges youth to take control of their financial future by learning more about personal finance, and it challenges teachers and schools to incorporate financial information and topics into their curricula. The program encourages schools to get involved in financial fitness. All teachers who sign up to participate in the Challenge receive a “teachers’ toolkit” to help them incorporate the topics into their curricula.

In March 2010 students took a voluntary online exam designed to illustrate the relevance of financial capability, allow students to demonstrate what they have learned, and assess their financial knowledge. In April, top scoring students from each school received awards. In addition, a select group of outstanding schools and educators were recognized.

### **Top-Scoring National Financial Capability Challenge Students Ring the Closing Bell® at the NYSE**



*On April 30, 2010, students and educators who participated in the Obama Administration's National Financial Capability Challenge visited the New York Stock Exchange (NYSE) to tour the facility and ring The Closing Bell. The visit was part of the Administration's ongoing activity during National Financial Literacy Month and followed an event earlier that week in which Treasury Secretary Tim Geithner and Education Secretary Arne Duncan honored the outstanding achievement of many of the participating students in a recognition event at the Treasury Department. The delegation visiting the NYSE today was comprised of students and educators from the New York/New Jersey/Connecticut area, joined by Michelle Greene, Deputy Assistant Secretary for Financial Education and Financial Access for the U.S. Department of the Treasury.*

Treasury expects to build on its existing prizes and challenges experience to develop an inter-departmental proposal centered on the challenges of maintaining an historic structure. Treasury has begun discussions with the Department of Commerce (the two Departments have six historic structures within a half mile of each other, and other buildings – GSA, Interior, Agriculture – are also located within this footprint) on utilizing the prize/challenge concept to address energy efficiency issues that may

prevent energy-saving techniques from being implemented in these structures. Treasury continues to reach out to other organizations, for example the Joyce Foundation, to learn more about their use of prizes/challenges to gather input/solutions from outside their traditional methods and how Treasury can improve our collaboration efforts.

## Open Government Performance Measures

Additional specific measures for a given open government initiative may focus on volume of participation and improvements in program results as an outcome of the initiative (e.g., improved timeliness, quality, cost of an agency service, and other related outcomes). Aggregate measures also can be identified. Treasury commits to evaluate the effectiveness of the policies and practices developed pursuant to the Open Government Directive on a regular basis.

Below are specific measures already underway at Treasury:

- Require reports on the number of data sets released per quarter
- Identify stakeholder outreach efforts
- Calculate reduction in FOIA requests
- Identify cost savings resulting from open government initiatives

Treasury has increased the amount of information publicly available to track activities in support of the economic recovery effort resulting in multiple opportunities for the proactive disclosure of information of high interest to the public, for example, on the [www.financialstability.gov](http://www.financialstability.gov) website. Since the issuance of OMB (M-10-06) guidance in December 2009, Treasury's Office of Financial Stability has posted the Troubled Asset Relief Program (TARP) Transaction report to the website in both PDF and XLSX formats to support the requirement for data open formats. TIGTA has obviated the need for the public to request sensitive but unclassified audit reports by proactively decontrolling and publishing these reports on their website in a timely manner. The BEP proactively posts monthly and annual production figures including notes series, serial numbers, and quantities for each currency denomination.

**Drew** (via IdeaScale) proposed *"Make it absolutely clear which offices... write documents/reports. Here's an example. <http://www.treas.gov/press/releases/docs/529.pdf> In addition to inclusion on documents, authorship should be included in metadata so that documents may be searched and/or located using an author's name." Also, to "Make it easier to find people you can reach at Treasury through this site. If not specific persons, at least offices that have public points-of-contact."*

## Challenges and Strategies

### Critical Technology, Policy, and Culture Hurdles

Treasury is identifying challenges in order to identify solutions to move forward with our open government objectives. The government has a responsibility to ensure that information regarding the public we serve is properly protected from inappropriate disclosure, including unintended breach of sensitive information. This is a critical component to provide services to the American public and the

Treasury community and maintain the trust of the public we serve. Treasury's mission involves several areas that intersect with national security issues, and as such must ensure that the information and data released to the public does not create unnecessary risk to our nation's security, while supporting the release of as much information as possible.

The Open Government Directive requires that more information and data be published on websites and social media technologies. For more transparency, participation, and collaboration, the Section 508 policy will require revision. Bureaus and offices must ensure that members of the public with disabilities have access and use of our information and data or provide alternative means. A new supplemental Accessibility Chapter in the Treasury Information Technology Manual has been drafted.

The Information Quality procedures chapter of the Treasury Information Technology Manual (<http://www.treas.gov/offices/cio/information-management/infoqual.shtml>) has been revised and is being prepared for final comments. Additionally, a new policy on the use of social media and technologies has been developed. The new policy and guidance document on the Paperwork Reduction Act (PRA) information collection program was prepared in the form of a memo from the Office of Management and Budget. Treasury is working with both documents to encourage the entire department to leverage social media technologies to engage in two way communication with the public. While the Federal Register Notice process is statutory, we believe the public will be more engaged in the process through new technological advances.

### **Meeting Transparency Goals**

The goal of transparent operations at Treasury must be balanced with ensuring the appropriate protection of information covered by the Privacy Act, personally identifiable information (PII), and other sensitive information whose release would present national security concerns. Every effort is being made to review FOIA requests and prepare proactive disclosures with this balance in mind.

#### *Federal IT Dashboard*

A major transparency goal for the Department is the use of the OMB's IT Dashboard in which the public can track the progress of investments. The Dashboard (<http://it.usaspending.gov/>) is a public facing website to gauge the health of its portfolio. Each month, the Office of the Chief Information Officer evaluates the Department's 59 major investments on cost and schedule performance metrics

#### *eRulemaking*

The Department was an early participant in the eRulemaking initiative, Regulations.Gov and has numerous proposed and final rules, notices, and other materials posted for public comment and review. The Department uses the Federal Register to publish notices on its rulemaking activities and post its proposed and final rules and other notices to Regulations.Gov, the Federal e-Rulemaking Portal. The public can review, read and comment on all the Department's posting on the Portal.

#### *Grants.Gov*

The Community Development Financial Institutions Fund (CDFIF) is the Department's grant-issuing entity. CDFIF's mission is to provide grant resources to underserved communities to stimulate economic

growth and to create jobs. Grants are also extended for Native American assistance. CDFIF announces grants through the Department of Health and Human Services Grant.Gov initiative.

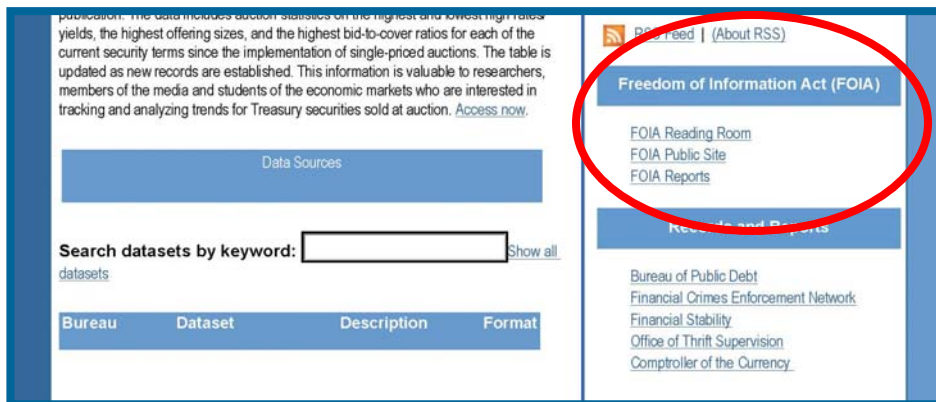
### **Privacy and Security Considerations**

Treasury is currently utilizing IdeaScale<sup>3</sup> on our Open Government website for public engagement and feedback on our Open Government Plan and will continue to utilize this type of tool for ongoing public input. For programs and activities that require detailed feedback, we will utilize additional forms of engagement, including facilitated discussions with key stakeholder groups, panel discussions, and interactive forums.

Regardless of the method or technology used, Treasury will develop plans for ensuring that security, privacy, and confidentiality risks are identified and mitigation strategies developed. Part of the strategy for each method will include how Treasury will provide feedback to the public regarding how the input is evaluated and/or incorporated into Treasury operations. The efficacy of the various methods for engagement will also be measured.

## **Excellence in Processing FOIA Requests**

The Department of the Treasury is committed to open and transparent government, to ensure the American public has access to as much information as possible while ensuring the protection of personal



Freedom of Information Act (FOIA) links from [www.treas.gov/open](http://www.treas.gov/open) webpage

privacy, as well as confidential, privileged, or proprietary information. We are ensuring that FOIA activities are fully integrated into the Department's Open Government Plan and implementation efforts. Our FOIA home page

for the public is available at

<http://www.treas.gov/foia/> and contains links to a variety of FOIA topics. Included are Instructions on how to file a FOIA request with the Department, provided at <http://www.treas.gov/foia/how-to.html>. A listing of all the Bureau FOIA Requester Service Centers & FOIA Public Liaisons can be found at <http://www.treas.gov/foia/bureaus.html>. The Department's FOIA Improvement Plan discusses targets of at least a 10 percent reduction in the backlog each year. The FOIA Improvement Plan is located at

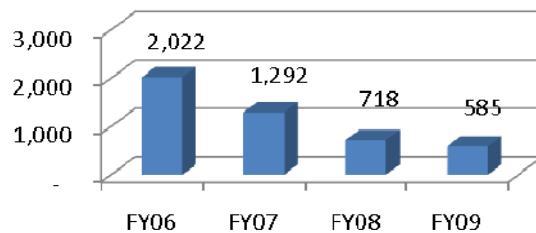
<sup>3</sup> IdeaScale is GSA's public dialog tool which allows agencies to provide citizens a forum to share ideas, give feedback, and engage in Web-based discussions with their government.



<http://www.treas.gov/foia/reading-room/index.html> and includes other items of interest such as Frequently Requested Records. The Department's Annual FOIA Reports to the Department of Justice, including processing statistics for each bureau, are located at <http://www.treas.gov/foia/reports/>, along with the new Chief FOIA Officer report that includes discussions of how Treasury will continue our FOIA program improvements, better utilize emerging technology, support more proactive disclosure, and continue to eliminate the backlog of requests. These links are also directly available from Treasury's open government web page (see screenshot above) under the heading "Freedom of Information Act (FOIA)."

Treasury is committed to continuing process improvements to eliminate the backlog of FOIA requests. Since FY06, Treasury has reduced its FOIA backlog by over 71% (see **Table 1**). The Department is completing a Lean Six Sigma<sup>4</sup> review of our entire FOIA process from end to end to identify how we can continue to improve our response time for FOIA processing Treasury's high-level commitment to ensuring that the President's directive regarding the presumption of disclosure is applied to all decisions involving the FOIA, including the increased proactive disclosures and discretionary releases within the legal responsibility to protect national security, personal privacy, privileged records, and other protected interests. Concrete steps to reduce backlogs and improve timeliness in responding to requests include:

**Table 1** **FOIA Request Backlog Trend**



- Conducting a systemic review of the entire FOIA process within the agency to identify roadblocks and to improve timeliness.
- Analyzing the workload involved in responding to FOIA requests and determining the appropriate resource levels and then ensuring that those resources are allocated.
- Setting up regular meetings between FOIA professionals and Treasury's Chief FOIA Officer to ensure an established dialogue between those officials, so that the Chief FOIA Officer can troubleshoot problems and facilitate timely responses.

In addition to FOIA personnel, Treasury relies on a broad range of senior-level agency personnel, including Legislative Affairs, Public Affairs, legal and policy staff, and relevant subject-matter experts, to identify material for proactive release. Treasury is committed to cooperating with the new Office of Government Information Services (OGIS), including FOIA mediation efforts. OGIS was created within the

<sup>4</sup> The main objective of Lean Six Sigma is to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in business processes, utilizing a set of quality management and statistical methods to identify areas of continuous process improvement.

National Archives and Records Administration when the OPEN Government Act of 2007 was enacted. OGIS began operations in September 2009 to:

- provide services to mediate disputes between FOIA requesters and Federal agencies
- review policies and procedures of administrative agencies under FOIA
- review agency compliance with FOIA
- recommend policy changes to the Congress and President to improve the administration of FOIA.

### **Process Improvements**

Treasury has begun an end-to-end review of how the FOIA process is implemented at the Department beginning with requests received for processing by Departmental Offices, and utilizing the Lean Six Sigma methodology, to enable the prompt processing and response to FOIA requests, increase proactive disclosure of information, eliminate the FOIA requests backlog, and ensure sensitive or complex FOIA requests are processed properly. The desired outcome is disclosure of Treasury information more efficiently, accurately, and rapidly to the American public to promote public trust and government accountability through increased openness and transparency. The review process will help to identify opportunities to eliminate redundancies, identify process gaps, and identify technology solutions that merit further research. This review is undertaken to help determine the most effective course of action to meet Treasury's FOIA and transparency goals, employing creative and efficient solutions to achieve success within resource realities.

### **Electronic Citizen Delivery**

Two key areas of the FOIA process are under review with the intent of improving the electronic delivery of service to the public. The process is being formulated and tested to implement the option for requesters to submit FOIA requests to Departmental Offices on-line in addition to continuing the option of submitting FOIA requests in hard copy, and will be implemented before August 2010. The second improvement involves the electronic reading room, or repository of previously released information, including frequently requested items. Cloud technologies are being looked at to provide greater search capability across the Department's FOIA reading rooms and incorporate public feedback mechanisms.

## **Strategic Action Plan for Data Quality and Transparency of the Treasury Data Inventory**

### **Introduction**

The Office of Management and Budget's Open Government Directive, Framework for the Quality of Federal Spending Information M-10-06, issued on December 8, 2009, instructs executive departments and agencies to take specific actions to implement the principles of transparency, participation, and collaboration. The Directive requires agencies to address the quality of Federal spending information; however, Treasury's plan will address the quality of both financial and non-financial data to be made available to the public.

### **Data Quality**

*OMB Guidance on a Framework for the Quality of Federal Spending Information Publicly Disseminated through Public Venues, e.g., USASpending.gov or Other Similar Websites*

Treasury submitted its Open Government Data Quality Plan in May 2010. This document describes the current processes used within Treasury to ensure the data quality of the information posted online, with an emphasis on the contracts and grants data on USASpending.gov. The Data Quality Plan also lays out the actions Treasury plans to take to improve the quality of Treasury data released to the public.

The goals of Treasury's Data Quality Framework include:

- Develop, implement, and maintain a data quality framework with strong risk management and internal controls.

By the end of fourth quarter FY 2011, achieve:

- Timeliness: Post all required Treasury spending information within 30 days of the transaction.
- Completeness: Ensure all Treasury information posted on USASpending.gov and Data.gov is complete.
- Accuracy: Ensure 100% accuracy of data posted to USASpending.gov, Data.gov, and similar websites by the end of fourth quarter FY 2011.

*OMB Guidance on a Longer-Term Strategy for Federal Spending Transparency (pending)*

Treasury will follow this guidance, when issued by OMB, to report quarterly on its progress in improving its information quality.

*Maintaining Integrity and Reliability of Data Inventory*

A robust framework is being developed to ensure datasets are evaluated and verified for usefulness, accuracy, and completeness. Retention and archiving of the data will also be addressed.

*"This government-wide effort is the next step in creating the conditions for a permanent culture of openness," said Dan Tangherlini, Assistant Secretary for Management. "As we continue to build a new foundation for our economy through the implementation of financial and economic recovery policies, we remain committed to creating a new foundation of transparency and openness in government practice."*

December 9, 2009, "**Treasury Announces Open Government Plan: New Information Sharing Effort Promotes Culture of Transparency, Collaboration, Participation**"

### Other Data Activities

#### *Ongoing Data Prioritization and Release Process*

Treasury is committed to implementing a permanent process for continuous, proactive identification, preparation, and release of data on an ongoing basis -- a pipeline which is explicitly incorporated into the strategic planning, IT planning, and budget formulation processes of the agency. Treasury continues to develop a data release process that clearly outlines how security, privacy, quality, and confidentiality risks will be managed before release. The data prioritization process will describe the criteria used to determine if data is



prioritized for release. Criteria may include value of the data with respect to a number of specific dimensions, FOIA requests for data, public interest in the data, resources required to release the data, timeliness of the data, and other similar factors. The process also may provide for a mechanism for agency employees to suggest high-value data sets for release.

By September 30, 2010, the *Data and Information Identification, Integrity, and Partnerships* subcommittee will have processes in place to:

- Identify high value datasets for publication, including high value information not yet available
  - Provide guidance on datasets to bureaus
  - Send quarterly request to bureaus/offices for new datasets via the mechanisms outlined in Treasury's Data Quality Plan
  - Work with the *Communications* subcommittee (as outlined below) to cull information and needs about potentially new datasets from internal and external stakeholders
  - Develop a master list of systems that collect information and evaluate for High Value datasets
  - Identify a minimum of three new datasets per quarter
- Make available to all bureaus the Data Quality Plan including guidance for timely publication of underlying data for public information maintained in electronic format
- Identify key audiences for information and their needs, with a goal of publishing high value information for each of those audiences in the most accessible forms and formats

The Deputy Chief Financial Officer (DCFO) has been designated by the Assistant Secretary for Management and Chief Financial Officer as the Senior Accountable Official (SAO) for Data Quality Implementation, and primary support to the SAO for Data Quality. The DCFO will convene an Open.gov data quality governance group which will meet quarterly to ensure quality of data, and monitor contracts and grants tracked in USASpending.gov. Members will include representatives from Departmental Offices and bureaus who have expertise in internal control, procurement, privacy, and CIO-related issues.

Treasury currently uses a robust testing process to monitor the quality of Federal contracts information. The testing measures completeness and accuracy of the data provided to USASpending.gov. This process, the annual validation and verification review, is performed by the bureaus, with oversight provided by the Treasury Office of the Senior Procurement Executive.

Treasury's *Data and Information Identification, Integrity, and Partnerships* subcommittee will organize and invite key external audiences from business, non-profit, academia and advocacy groups to twice yearly Open Government workshops, in coordination with the Office of Public Liaison and Business Affairs. These workshops will aim to address three areas of Treasury's Open Government activities:

- **Data identification:** what data do our external stakeholders want to see published?
- **Data access:** what formats and technologies can Treasury use to publish its data in open ways?
- **Strategy:** what are some of the strategies the external stakeholders could suggest to improve upon any aspect of the Plan, including culture and policy?

At these meetings, Treasury will also present a self-evaluation in the form of statistics on goals met including:

- Milestones met/not met since last meeting
- Number of datasets and reports identified and published per quarter
- Key changes and innovations to the Department's operations which support open government
- FOIA request and backlog update
- Cost savings resulting from Open Government initiatives

On a yearly basis, the Communications subcommittee will compile the most frequently asked questions, topics and comments from the public as compiled by Treasury Library Reference, the Executive Secretariat's Correspondence Unit, and Department Operators. These will help pinpoint existing datasets which need to be found more easily online as well as what the public is most interested in seeing published.

Additional feedback will be consistently collected through existing daily communication with the public through data.gov, Treasury's Open Government IdeaScale webpage, the Open Government e-mail address, and Treasury (and Bureau) public liaison offices.

#### *Truly New, High-Value Datasets and Information Holdings*

High value information is information that can be used to increase agency accountability and responsiveness; improve public knowledge of the agency and its operations; further the core mission of the agency; create economic opportunity; or respond to need and demand as identified through public consultation. Where Treasury provides public information maintained in electronic format, Treasury will develop a plan for timely publication of the underlying data. This underlying data will be in an open format and as granular as possible, consistent with statutory responsibilities and subject to valid privacy, confidentiality, security, or other restrictions. Treasury will identify key audiences for its information and their needs, and endeavor to publish high-value information for each of those audiences in the most accessible forms and formats.

As part of a commitment to increase transparency in government and maintain accountability of taxpayer dollars, Treasury compiled and made available three new datasets on Data.gov on December 9, 2009, over a month ahead of the January 22, 2010 deadline established in the Open Government Directive. The information released included new data on tax returns, more user friendly information on transactions under the Troubled Asset Relief Program (TARP), and a new report on bank trading and derivatives.

Treasury's open government effort includes making publicly available the following sets of information and reports:

- [New Data on Tax Returns](#). For the first time, Treasury has released Internal Revenue Service (IRS) Statistics of Migration Data. This data set shows migration patterns of tax filers moving across country and state lines. This free information will be of use to local officials, real estate developers, business planners, and researchers.

- [New Format for TARP Transaction Report](#). Treasury's Office of Financial Stability releases a TARP Transaction Report for every new TARP transaction including investments made and funds repaid. In an effort to make the reports more user-friendly, they will now be available in XML format for easy sorting of data.
- [Quarterly Report on Bank Trading and Derivatives](#). This report, made available by the Office of the Comptroller of Currency, provides information on the federal government's supervision of banks as well as the investment activities of financial institutions.

As of the publication date of this Plan, Treasury has posted 84 datasets on Data.gov (see Appendix B) and many additional datasets on the various Treasury related websites, such as [www.treasurydirect.gov/govt/reports/reports.htm](http://www.treasurydirect.gov/govt/reports/reports.htm) (Bureau of Public Debt), [www.fincen.gov/newsroom/rp/index.html](http://www.fincen.gov/newsroom/rp/index.html) (FinCEN), [www.ots.treas.gov/?p=PublicationsData](http://www.ots.treas.gov/?p=PublicationsData) (Office of Thrift Supervision), and [www.occ.gov/pubs1.htm](http://www.occ.gov/pubs1.htm) (Comptroller of the Currency). We have also provided these links directly from the [www.treas.gov/open](http://www.treas.gov/open) website under "Records and Reports", in direct response to feedback received from our [OPEN@do.treas.gov](mailto:OPEN@do.treas.gov) e-mail box.

By September 30, 2010, the *Data and Information Identification, Integrity, and Partnerships* group will have processes in place to:

- Identify high value datasets for publication, including high value information not yet available
  - Provide guidance on datasets to bureaus
  - Send quarterly request to bureaus/offices for new datasets, e.g. email senior advisors for newly available data or reports
  - Work with the Communications subcommittee to cull information and needs about potentially new data sets from internal and external stakeholders.
  - Develop a master list of systems that collect information and evaluate for High Value datasets
  - Goal is to identify and publish a minimum of three new datasets per quarter
- Provide a mechanism for timely publication of underlying data for public information maintained in electronic format

## Enhancing the Role of Public Feedback, Participation, and Collaboration in Key Mission Areas

### **Public Participation Tool**

Treasury's open government website continues to evolve, and various improvements are underway to enhance usability and customer interaction, including:

- Access - comply with Section 508 and ADA standards, especially with respect to improving access for those with vision impairments. (see <http://www.section508.gov> and <http://www.ada.gov> )
- Search engine functionality – developing or working within the framework of the federal metadata standard, if available, to promote effective searching and tracking of authorship. (See GPO's metadata standards at :

[http://www.gpo.gov/ppt/DLC2008FallTechnical.ppt?bcsi\\_scan\\_9AA99EB32CAE9A8A=0&bcsi\\_scan\\_filename=DLC2008FallTechnical.ppt](http://www.gpo.gov/ppt/DLC2008FallTechnical.ppt?bcsi_scan_9AA99EB32CAE9A8A=0&bcsi_scan_filename=DLC2008FallTechnical.ppt) )

- Navigability - continuously assess and improve the "look and feel" of the website to maintain ease of use.
- Privacy concerns - One corollary to expanding the release of Government information is to ensure that information protected under the Privacy Act remains safeguarded. Managing privacy concerns involves monitoring the collection of personally identifiable information (PII), notifying the public through disclaimers and privacy statements, and examining tracking technologies. Areas requiring review include third-party linking, policy compliance, visitor tracking, and data collection.

### Citizen Feedback

The feedback received from the public during the development period of our open government plan was reviewed and assessed for incorporation into this plan. Many of the ideas, though not directly related to the development of our open government plan, were related to various programs within Treasury's operations and have been forwarded to the appropriate program areas for discussion.

Some of the comments were able to be incorporated into our standard operating procedures for evaluating ideas and information to determine if they support one of the core open government principles. For example, *James* wrote that agencies should ask themselves the following questions when considering new practices or identifying information, including:

- If this proposal were accepted, would it be likely that government would be more open and accessible?
- Does this request represent a request for data, improved quality data, government accountability, or is it a petition, suggestion for improvement, a collaboration, or a new way of doing business?

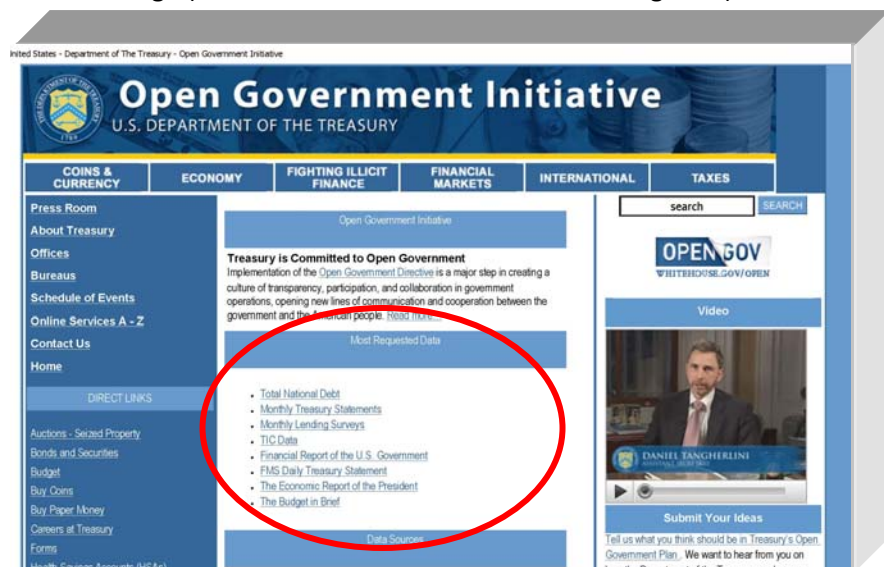
*Drew* states "I think it would also be useful for Treasury to publish the following data (historical and current) on its Web site: 1) rates of exchange (could also include links to the following sites):FRB:

<http://www.federalreserve.gov/RELEASES/H10/Hist/InterestArchive>:

<http://www.archive.org/details/treasuryreportin19943unit>, 2) public debt

information (foreign-owned included) and M0, M1, M2... money supply information, and 3) ready access to other data included in the Treasury Bulletin

<http://www.fms.treas.gov/bulletin/index.html>. As stated under "Strategic



Action Plan for Data Quality and Transparency of the Treasury Data Inventory," we have provided some of these links directly from Treasury's open government website.

### **Other Sources of Public Input**

Online interaction is only one avenue to elicit stakeholder feedback and input. As discussed in the section "Excellence in Processing FOIA Requests," the Department is utilizing creative methods to determine the areas of most interest to the public at a given time, including engagement with our most frequent requesters to determine categories of information most appropriate for proactive disclosure, reviewing the public reference requests received by the Treasury Library, most frequent comments and requests from the public to the Executive Secretary's office, and the most frequent inquiries made by the public of the Treasury telephone operators, who are often the first contact the public has with Treasury personnel. An example of using this type of public feedback is the addition of the "Most Requested Data" section on our open gov website (see screenshot to left), the contents of which are determined by reviewing this public feedback.

Treasury is also planning a series of open work sessions with various stakeholder segments and the public to share information with the public and hear directly from the public regarding their concerns and areas of interest. These sessions are also being designed to provide the opportunity for public-government engagement by breaking into smaller workgroups to brainstorm ideas and solutions to address specific issues as presented to the groups.

Treasury, in partnership with Housing and Urban Development (HUD), recently released questions for public comment regarding the housing finance system, and what the public thinks the government's role should be in housing policy. The public can provide input via the Federal Register online at [www.regulations.gov](http://www.regulations.gov).

Treasury will respond to public input received from the web page on a regular basis. We receive feedback from the public almost daily via the OPEN@do.treas.gov mailbox. This input is reviewed throughout the day to determine if we can provide an immediate response or if the topic requires referral to another part of the Department for consideration. Treasury also will publish its annual FOIA Report in an open format on its Open Government webpage in addition to any other planned dissemination methods.

## **Enhancing External and Internal Collaboration with Innovative Methods**

### **Updates**

#### **Obama Administration Seeks Public Input on Reform of the Housing Finance System**

The Obama Administration released questions for public comment on the future of the housing finance system, including Fannie Mae and Freddie Mac, and the overall role of the federal government in housing policy. The Obama Administration seeks input in two ways:

1. The public will have the opportunity to submit written responses to the questions published in the Federal Register online at [www.regulations.gov](http://www.regulations.gov).
2. The Administration intends to hold a series of public forums across the country on housing finance reform.

Together these opportunities for input will give the public the chance to deepen the federal government's understanding of the issues and to shape the policy response going forward.

**Cross-Agency Transferability**

In the areas of transparency, participation, collaboration, and flagship initiative, Treasury strives to share its efforts across government to avoid duplication across agencies and to improve value/outcome of efforts. Treasury seeks to manifest cross-agency transferability in at least two of the following ways:

- Make training available to other agencies by opening up classes/webcasts to other agencies; providing slides, video and/or audio after the training; and posting on an e-learning platform.
- Designate an advocate who gets the word out about what the agency has to share and invites other agencies to contact that person to learn from him or her.
- Design procurements for enterprise (where government is the enterprise) or in such a way that what is created can be shared across government at no cost.
- Develop and post code so it can be shared with other agencies (open source or the contract written such that the government owns the code.)
- Share platforms utilized by the agency with other agencies at no cost.
- Create participatory events across agencies with related missions.
- Collaborate on projects and challenges with the public and with the private sector in partnership with other federal agencies that have similar missions.
- Share all materials, results, tools, and training that could be transferable to other agencies with the Interagency Working Group as an efficient central dissemination mechanism.

**Interagency Collaboration Opportunities**

Treasury is actively participating on several interagency work groups already to look at how the various datasets and information provided by each agency can be leveraged to help provide greater benefits to the public in key areas, such as jobs creation. These work groups represent only the beginning of the opportunities to be pursued as these efforts continue.

With the objective of collaborating with other agencies in the advancement of Open Government, Treasury plans to:

- Actively participate and collaborate in interagency workgroups on Open Government
- Initiate leadership in sharing Treasury's "OPEN" portal with other agencies
- Share materials, results, tools, and training that could be transferable to other agencies with the government-wide Open Government Steering Committee
- Spearhead an "Open Money" (formulation of this committee if possible to boost Treasury's open government objectives) interagency group on how agencies can coordinate or integrate complementary financial data that affects stakeholder bottom line for public release
- Name a Treasury advocate for Open Government who can get the word out about what Treasury is doing on Open Government and is available to talk with other agencies about what Treasury has learned.



**Jobs Creation Working Group:** Treasury participates on an interagency working group on job creation that is chaired by the Department of Commerce. This working group will be specifically focused on data and resources across government whose release and/or use could lead to the creation of jobs. The work group states its purpose statement as: "In order to promote job creation throughout the economy, the agencies of the open government job creation working group are committed to greater transparency of government information, additional interagency /public-private collaboration and robust participation by the public. These core principles of the Open Government Directive can, should, and must be focused across the federal government on encouraging economic recovery and job growth."

**Leading Practices:** Treasury continues to be an active participant on this interagency work group that has developed the first iteration of leading practices by which agencies' Open Government Plans will be evaluated. Multiple open government advocacy groups have been actively engaged in this process by providing interactive feedback to the work group. As agencies' efforts to conduct operations in a more open manner continue, Treasury will continue to participate with the work group to further evolve these leading practices to incorporate more ambitious stretch goals.

*Megan (via IdeaScale): "In spite of recent efforts like using the IdeaScale tool, Federal Agencies really don't do a very good job of engaging citizens. We need to go where they are today, and model our next-gen portals and sites on those platforms." Megan went on to propose "The OpenTreasury v2.0 Portal" which would be modeled after iGoogle and myYahoo and have the Departments "apps or tools could simply become gadgets or apps added to the OpenTreasury v2.0 portal's suite or "app collection". OpenTreasury v2.0 would not supersede other Dept of Treasury [sic] tools/applications, rather just gather them together into one portal that is based on standards." Adding that "if there were similar portals at other Agencies (Federal, State and Local) the gadgets could be easily shared between the next-gen portals," with the goal of enabling members of the general public to become "citizen developers" and add any gadget or app they want to the collection," where their "apps would get a chance to be seen and used by a wide segment of the general public."*

**eFOIA:** This group is in the early formation stage, with the objective to ensure FOIA requirements are met, and determine how FOIA can support Open Government activities. Treasury representatives from the Office of Disclosure Services, Office of Privacy and Treasury Records, will participate on this group.

**Interagency Aid Transparency:** Treasury representatives from the Office of International Affairs actively participate on this work group whose goal is to provide greater aid transparency to advance global development by assisting governments to better manage their flows and empowering citizens to hold governments accountable. These efforts will increase the efficacy of USG investments, by providing a clearer understanding of what we are doing, where, and to what effect. Finally, it will set a new standard by which donors around the globe can be held accountable.

**Security/Privacy Working Group:** An interagency working group was formed and continues work to address security and privacy concerns regarding data identification and release. Representatives from Treasury's Office of Privacy and Treasury Records participate in this work group which is looking at the following areas:

1. **Security working group:** Treasury's mission involves several areas that intersect with national security issues, and as such must ensure that the information and data released to the public

does not create unnecessary risk to our nation's security, while supporting the release of as much information as possible. Security considerations are embedded in the framework for data quality review for the Department.

2. **Privacy working group:** Privacy representatives from across the Department remain actively engaged in privacy policies and implementation to ensure that information being published by the Department does not create privacy issues or risk once released.

### **Use of Innovative Technology**

The Department is actively engaged in identifying and planning for the use of new technologies as opportunities arise for alignment with mission objectives and open government activities. An example of the use of new technology includes the Financial Crimes Enforcement Network's (FinCEN) Technology Solutions and Services Division (TSSD), which recently completed an evaluation, pilot, and subsequent acquisition of a webinar service. Webinars present a time-efficient and cost-effective way to facilitate online communication between a small number of presenters and a remote audience of up to 1,000 participants. Two of the technology's key capabilities are presentations and training sessions. Presenters display information on their computer screen, which then becomes visible to all participants. The webinar software enables interaction between the presenter and the audience and allows the presenter to control the participants' verbal commentary either via the keyboard or audio connection. Audio connectivity is available via landline telephone conferencing or via Internet phone connectivity.

In order to support this new service, TSSD has appointed a webinar coordinator within FinCEN to work with employees requesting a webinar. FinCEN has already begun conducting webinars, and will continue to seek innovative ways to use this technology, including for certain outreach efforts with financial institutions. FinCEN officials have conducted webinars for training remote law enforcement users on the use of WebCBRS, the online system through which law enforcement accesses Bank Secrecy Act data. TSSD staff are currently working with FinCEN's Office of Training to develop webinar-based training.

The Department currently has seven Terms of Service Agreements approved by the Treasury Chief Information Officer. During the height of the 2009 American Recovery and Reinvestment Act activities, the Internal Revenue Service implemented (<http://www.youtube.com/user/irsvideos>) to provide the public current information on tax credits. The site is available in American Sign Language and Spanish. The Treas.Gov site has Twitter, YouTube, and Flickr capabilities.

The Department is exploring increased use of webcasts, web conferencing and meetings, and redesigning our current Home Page for the public and employees. An example of the use of these technologies at the Department occurred on Monday, March 21, 2010. The Department partnered with the White House Council on Women and Girls to host a Women in Finance Symposium at the Department. Employees and a number of university students were able to watch the event via webcast which featured distinguished women in the financial arena.

Treasury utilizes GovDelivery to improve our digital communication with the public and improve transparency, participation, and collaboration opportunities. Treasury currently offers over 290 specific topics by subscription including Accounting & Budget News, Budget in Briefs, Currency & Coins News, and Daily Treasury Bills Rates. We have over 870,000 subscribers for Treas.gov and averaged over 9,900



new subscribers per month in 2009, sending out on average more than 13 million messages to subscribers per month in 2009.

**Treasury GovDelivery Statistics as of 12/31/09:**

Bureau	No. Topics Offered	Top Topics	No. Subscribers	Emails Sent to Date
Treas.gov	98	<ul style="list-style-type: none"> <li>• Economic Statistics</li> <li>• Auctions</li> <li>• Tax Policy</li> </ul>	242,805	162,833,582
CDFI	36	<ul style="list-style-type: none"> <li>• News Releases &amp; Media</li> <li>• New Markets Tax Credit</li> <li>• Programs</li> </ul>	14,135	1,479,547
SIGTARP	5	<ul style="list-style-type: none"> <li>• Press Releases</li> <li>• Audit and Special Reports</li> <li>• Reports to Congress</li> </ul>	1,234	484
TIGTA	9	<ul style="list-style-type: none"> <li>• Audit Reports</li> <li>• Annual Audit Plans</li> <li>• Investigations Highlights</li> </ul>	4,938	157,048
FinCEN	24	<ul style="list-style-type: none"> <li>• SAR Activity Review: Trends, Tips and Issues</li> <li>• Bulletins/Fact Sheets</li> <li>• BSA Guidance</li> </ul>	40,180	5,884,174
BEP	23	<ul style="list-style-type: none"> <li>• Coming Soon</li> <li>• Materials to Order</li> <li>• Materials to Download</li> </ul>	63,840	1,540,874
IRS	21	<ul style="list-style-type: none"> <li>• IRS Newswire</li> <li>• e-News for Tax Professionals</li> <li>• e-News for Small Business</li> </ul>	461,337	114,322,757
TTB	77	<ul style="list-style-type: none"> <li>• Forms</li> <li>• TTB Newsletter</li> <li>• Taxes</li> </ul>	41,984	3,805,619
Total	293		870,453	290 Million

## Changes to Internal Management and Administrative Policies to Improve Transparency, Participation and Collaboration

### Employee Engagement/Culture Initiative

Treasury will continue to develop an infrastructure to stimulate and support employees participating in open government activities at all levels of the Department. Detailed milestones must be determined as to how the infrastructure will be developed.

An employee engagement infrastructure will empower agency employees to act in ways that promote transparency, seek opportunities to increase citizen engagement, and collaborate with others across the government and outside the government. This infrastructure may include:

- Incentives such as internal distinctions;
- A central location for information that enables employees easily to find relevant open government information, such as policies, standards, tools, training, handbooks, and other similar guidelines.
- Agency-provided training or commitment to enroll employees in training provided by others, such as Web Manager University and New Media Talks provided by GSA on open government-related subjects. Topics may include FACA, FOIA, Sunshine in Government Act, Federal Records Act, and other relevant laws or regulations.
- Demonstrated commitment to open government by executives, including a communication plan for the open government message to be consistently conveyed by top leadership to employees.
- Use of prizes and incentives, according to OMB guidance, to promote Open Government.

**Comment** via IdeaScale: *"This is important in a representative form of government--allowing the voice of the people to be heard. After all, the government is supposed to be the servant of the people--which is sometimes forgotten ("public servants"). It is especially helpful when people are willing to use reason and discuss ideas and facts, not just push for their way because they assume it is correct. In other words, participation is good, but reasoning is a key part of participation--developing one's ability to reason. Along the same lines, it seems it might be difficult for the people to reason when they lack all of the information others have. So at some point they must rely on and hold their elected officials accountable for their actions, as they are the ones entrusted with knowing the facts and making policy decisions in a republic. But to as much as is practical in a large republic, the citizens should be allowed to participate. Even more so, the citizens should know what their fellow-citizens in government are doing, so they can hold them accountable."*

**Improving employee engagement, promoting culture of Open Government:** The various bureaus in Treasury are promoting Open Government through periodic emails to employees and through the creation of an internal Open Government Web page. The Web page provides a central location where employees can easily find Open Government guidelines and policies, as well as useful external links, and examples of other agencies' successful Open Government initiatives.

It is important to recognize that this is a long-term endeavor and requires commitment by the Department to be successful. It also involves informing and educating employees across the Department about the Open Government Initiative and the Department's activities supporting the initiative. Sustainable change that incorporates open government principles into all aspects of the culture at Treasury requires the support of senior level managers and leaders across the Department. Treasury's bureaus have various mission goals and operating needs that require the use of a variety of communication methods to ensure all employees stay informed and engaged in open government activities. It is important to find champions of change within each bureau to continue to assess the specific needs of each part of the organization regarding communications and engagement.

As discussed under "Alignment with the Treasury Strategic Plan and Core Mission Areas," Treasury is finishing the development of a training module entitled "Transparency and Open Government Awareness" which will be available to all employees to give them an overview of the open government principles reflected in the President's memoranda on transparency and open government and FOIA, and how these concepts affect their daily work activities. We will also roll out this Open Government Plan to all employees in a series of bureau meetings, brown bag sessions, workshops, and other activities. Ongoing communications will be needed to ensure the open government principles continue to be a part of each employee's everyday activities, and will utilize a variety of methods to reach all employees, including memorandum, brochures, global emails, and training sessions, just to name a few. More robust use of technology will also assist with getting and keeping employees across Treasury engaged in these efforts, such as the online discussion tool on the Treasury portal, webcasts, and others.

## Treasury Specific Open Government Initiatives


As Treasury moves forward with implementing a robust open government framework, additional opportunities to increase transparent and open operations will be identified and feedback and input from the public will be incorporated to help determine the most high-value options and desired services.

### Flagship Initiative

#### Moving to a Paperless Treasury

Treasury's flagship initiative, *Moving to a Paperless Treasury*, is designed to improve the public's experience interacting with Treasury while effecting operational efficiencies of several key Treasury activities. These activities range from disbursement and collection of select federal government payments and receipts, to improving electronic tax return filing capabilities. The desired outcome of paperless disbursement and collection activities are cost savings/avoidance for the government and improved flexibility and response to customers.

Treasury has initiated a phased approach to directly encourage financial institutions that must file Bank Secrecy Act (BSA) reports to utilize the BSA E-Filing system in lieu of submitting paper reports. This system provides value to the public as it is free of charge to users, and will enable more timely information, is less expense than paper based processing, and will improve data quality. FinCEN's



## Financial Crimes Enforcement Network

A bureau of the U.S. Department of the Treasury

FinCEN news releases are available on the Internet and by e-mail subscription at [www.fincen.gov](http://www.fincen.gov).  
For more information, please contact FinCEN's Office of Public Affairs at (703) 905-3770.

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**FOR IMMEDIATE RELEASE**  
April 16, 2010

**CONTACT:** (Media) Steve Hudak,  
703-905-3770  
(Technical) BSA E-Filing Help Desk,  
1-888-827-2778, Option 6

**FinCEN Encourages Financial Institutions to Consider Benefits of BSA E-Filing**

VIENNA, Va. – The Financial Crimes Enforcement Network (FinCEN) continues to encourage financial institutions to electronically file Bank Secrecy Act (BSA) reports, and has issued today a [brochure](#) that highlights the benefits of using the Bank Secrecy Act Electronic Filing System ([BSA E-Filing](#)). E-Filing BSA information increases the timeliness of data availability, reduces the cost of paper processing, and improves data quality.

"FinCEN is committed to working with financial institutions to increase their understanding of the value that E-Filing provides across a variety of forms," said FinCEN Director James H. Freis, Jr. "We are continually enhancing the system to ensure that the filing process is efficient and user-friendly, and accomplishes our joint efforts to get important information relating to money laundering and terrorist financing to law enforcement in the quickest manner possible."

BSA E-Filing is a free, Web-based system that is user-ID and password protected. Financial institutions subject to BSA reporting requirements use the system to electronically file a variety of BSA forms, either individually or in batches, through a FinCEN secure network. Currently, more than three out of four BSA filings are electronically submitted. When an institution submits a form through the E-Filing system, it is available to and searchable by law enforcement in two days, rather than up to 11 days if filed on paper.

Beginning today, FinCEN has begun a phased approach that directly encourages institutions that are still filing on paper forms to consider the benefits of E-Filing, including greater streamlining of BSA report submission processes and enhanced audit and recordkeeping capabilities. FinCEN's recent enhancements to BSA E-Filing support the Department of the Treasury's flagship initiative of moving toward a paperless Treasury, referred to in the Department's [Open Government Plan](#). BSA E-Filing provides cost savings for the government and improved response to customers.

For more information about the system or how to enroll, please call the BSA E-Filing Help Desk at 1-888-827-2778 and select option number 6.

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*The mission of the Financial Crimes Enforcement Network is to enhance U.S. national security, deter and detect criminal activity, and safeguard financial systems from abuse by promoting transparency in the U.S. and international financial systems.*

recent improvements to the E-Filing system support Treasury's paperless initiative by providing cost savings for the Department and improved service delivery for our customers.

The Bureau of Public Debt is planning to eliminate the option to buy paper savings bonds issued through traditional employer-sponsored payroll savings plans by September 30, 2010 for federal employees and by January 1, 2011 for private sector employees. Payroll savers will be encouraged to continue their purchases through Treasury Direct, one of Treasury's open government initiatives. TreasuryDirect is a web-based system that allows investors to buy and hold electronic savings bonds and Treasury marketable securities, including bills, notes, bonds, and inflation-protected securities (TIPS).

Transitioning employees to electronic payroll purchases saves employers administrative costs and allows employees to manage their own bond accounts. Public Debt has organized a comprehensive public awareness campaign in keeping with the goal of interacting with the public in the most open and transparent manner possible. The outreach plan for raising awareness of TreasuryDirect will include creative advertising material, such as inserts for payroll bonds, ads for publications that target HR and payroll administrators, federal, state and local government employees, military, and labor unions, radio PSAs, online web banners and use of search engine terms. The new TreasuryDirect video, "Opening a TreasuryDirect Account" will also be publicized as part of the awareness campaign.

Our flagship initiative also looks inward at Treasury's administrative processes in order to reduce our dependence on paper, while exploring how we can use technology to transition to more electronic means of communications and operations. Planned activities include enabling electronic submission of FOIA requests for improved submitter experience, and more streamlined internal processes in other operational areas to improve performance time and effect cost efficiencies. This initiative supports Treasury's goal of management and organizational excellence, with expected outcomes to provide an improved citizen-centered experience while promoting accountability and transparency.

In support of the Department of Treasury's flagship paperless Treasury initiative and in the spirit of open government, the Treasury Library is currently evaluating the possibility of digitizing and making available on the Internet significant parts of two core components of its unique print holdings: its Treasury and legislative history collections. The Treasury collection consists of literature produced by Treasury affiliates throughout Treasury's history. High use items in the Treasury collection include: press releases, annual reports, bulletins, and data such as currency rates of exchange. The Library's legislative history collection provides mostly Congressional material (including draft bills, hearing transcripts, and reports) compiled to assist interested (typically legal and academic) researchers discover the intent of a public law. In short, the Treasury Library's legislative history collection chronicles historic and contemporary Treasury-related legislation passed by Congress. Through its proposed digitization effort, the Treasury Library hopes to better support its Treasury researchers and the greater public by providing the rich information available in these two core collections online. It also seeks to preserve, and therefore ensure continued access to, the content of the collections in perpetuity via digital surrogates created and conserved according to best practices.

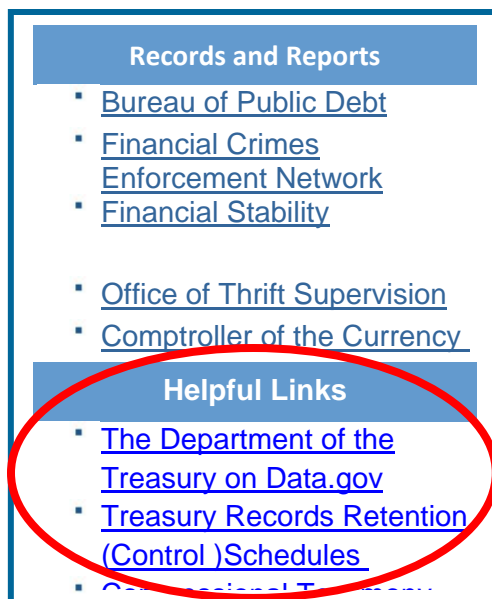
The results of successful implementation of this initiative, specifically in regards to improvements in administrative processes, are expected to be transferrable to other agencies to help them gain greater operational efficiencies. For each activity identified under this initiative, key stakeholders are being identified to ensure appropriate engagement opportunities are offered and notice given well in advance of implementation. Key stakeholders identified to date include members of the public, Treasury employees, Congress, and the Office of Management and Budget.

Where the open government activities directly impact the public, the performance measures will include customer satisfaction feedback. As much as possible, citizen engagement and collaboration tools will be utilized to allow for public discussion of the initiative.

## Publicly Available Information for Existing Open Government Related Programs

### Records Management Program

Treasury will link to a publicly available website to show how Treasury is meeting its existing records management requirements. These requirements serve as the foundation for the Department's records management program, which includes such activities as identifying and scheduling all electronic records,



and ensuring the timely transfer of all permanently valuable records to the National Archives. Treasury's records schedules can presently be found on the National Archives and Records Administration (NARA) website at <http://www.archives.gov/records-mgmt/rcs/schedules/index.html?dir=/departments/departments-of-the-treasury>. The Department plans to first link to the NARA posting via our open government webpage at [www.treas.gov/open](http://www.treas.gov/open) by the end of May 2010. Our next objective is to post all records schedules on our public website beginning with our electronic records schedules. Contact information for the Office of Treasury Records is at <http://www.treas.gov/offices/management/privacy-records/index.shtml>. Treasury completed scheduling 100% of the electronic records systems in advance of NARA's September 30, 2009, deadline, resulting in receipt of the Archivist's Achievement Award in May 2010.

### Freedom of Information Act (FOIA) Program

As discussed in the section "Excellence in Processing FOIA Requests," Treasury will continue to focus on continuous process improvement, to move closer to achieving greater operational efficiency and improved customer service. We will elicit public feedback via our eFOIA website and reading room to identify additional opportunities to improve customer service, including assessment of Treasury's capacity to analyze, coordinate, and respond to FOIA requests in a timely manner, together with proposed changes, technological resources, or reforms that Treasury determines are needed to strengthen its response processes; and discussions of how Treasury will reduce its pending backlog of outstanding FOIA requests by at least 10 percent each year, such as in our FOIA Improvement Plan located at <http://www.treas.gov/foia/reading-room/index.html>, and linked from our open government website. Providing prompt responses to FOIA requests keeps the public apprised of specific informational matters they seek.

### Congressional Requests for Information



Treasury's Office of Legislative Affairs serves as the principal contact and coordinator for all Department interaction with the Congress and the Congressional Relations offices in the White House and other Departments and agencies. The Office develops strategies to implement legislative initiatives, communicates Treasury's positions to the Congress, and keeps the Department informed of Congressional objectives, concerns, activities, and interests. In addition, the Office responds directly to Congressional inquiries and facilitates replies from other offices in the Department, monitors the flow of Congressional correspondence to ensure accurate and prompt response, coordinates Departmental testimony before Congressional Committees and advises the Department on Congressional concerns during policy formation. The Open Government webpage links to the Treasury webpage with links to all testimony from senior Treasury officials. All Congressional correspondence is routed through the Office of the Executive Secretariat and the Office of Legislative Affairs prior to creation of a record in Treasury's correspondence database and transmittal to the appropriate office or program for response. Information on the mission and functions of this office can be found at <http://www.treas.gov/offices/leg-affairs/>

### **De-Classification Program**

Treasury will provide a link to a publicly available webpage where the public can learn about Treasury's declassification programs, learn how to access declassified materials, and provide input about what types of information should be prioritized for declassification, as appropriate. Treasury regulations in 31 CFR Part 2 provide information regarding how the public can request a mandatory declassification review. Declassification of government information that no longer needs protection, in accordance with established procedures, is essential to the free flow of information. The Departmental Offices' components of Treasury completed significant declassification activities over the past several years, including allowing their classified information to be automatically declassified at 25 years of age (except for the Office of Intelligence and Analysis in DO, the Mint, and BEP, which have specific requirements.) It is important to remember that declassification does not equate to automatic release of the information since there may still be reason(s) to withhold particular material. Declassification activities are on-going.

### **Paperwork Reduction Act (PRA) Information Collection**

The PRA requires that at any time an agency collect information from 10 or more persons, the collection of that information must be approved by OMB. The information collection process requires the Department's bureaus and offices to provide supporting documentation, the collection instrument, and a detailed explanation of why that information is critical to their mission requirements. The process is also aligned with an Executive Order, statute, or regulation and is included in the documentation. The request for information is published in the Federal Register for public comments for a 60-day and a 30-day comment period. The public comments are considered by the bureau and office when preparing the information collection package for OMB approval.

### **Section 508**

The Department is committed to the provisions of Section 508 of the Rehabilitation Act as well as the Americans with Disabilities Act. The Department is actively committed to ensuring that our employees and members of the public have equal access in the use of electronic and information technology. The



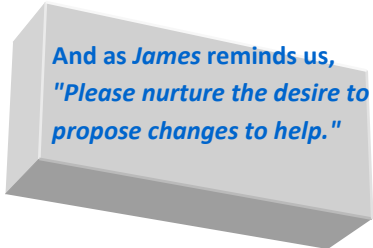
Office of the Chief Information Officer (OCIO) launched an initiative to test the Department's public websites for Section 508 and has set a minimum 90% accessibility metric for 2010. The OCIO plan to test intranet sites and applications will begin in the next few months. The OCIO partnered with the Internal Revenue Service (IRS) to extend its Blanket Purchase Agreement for accessibility documents to all bureaus and offices. The IRS has long incorporated Section 508 criteria in its system development life cycle methodology. Accessibility to the Department's information and data by employees and the public contributes to the principles of the Open Government Directive.

### **Public Notification for Proposed Actions**

This Plan will be published online on Treasury's Open Government Webpage in an open format that enables the public to download, analyze, and visualize any information and data in this Plan. Treasury will notify the public on proposed actions to be taken, with clear milestones, in order to inform the public of significant actions and business of Treasury, such as through agency public meetings, briefings, press conferences on the Internet, and periodic national town hall meetings.

## **Summary**

In conclusion, Treasury has embarked on a path to improve transparency, participation, and collaboration in our ongoing operations. We will ensure we fulfill the vital mission of Treasury to maintain a strong economy, create economic and job opportunities by promoting conditions that enable economic growth and stability at home and abroad, strengthen national security by combating threats and protecting the integrity of the financial system, and manage the U.S. Government's finances and resources effectively. We will do all of this while serving the American public and the Treasury community by setting the standard for the protection, access, and disclosure of Treasury's information assets.



*And as James reminds us,  
"Please nurture the desire to  
propose changes to help."*

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## Appendices

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## **Appendix A:**

### *Treasury Bureaus*

The Treasury Bureaus make up 98% of the Treasury work force and are responsible for carrying out specific operations assigned to the Department.



The **Alcohol and Tobacco Tax and Trade Bureau (TTB)** is responsible for enforcing and administering laws covering the production, use, and distribution of alcohol and tobacco products. TTB also collects excise taxes for firearms and ammunition.



The **Bureau of Engraving & Printing (BEP)** designs and manufactures U.S. currency, securities, and other official certificates and awards.



The **Bureau of the Public Debt** borrows the money needed to operate the Federal Government. It administers the public debt by issuing and servicing U.S. Treasury marketable, savings and special securities.



The **Community Development Financial Institution (CDFI) Fund** was created to expand the availability of credit, investment capital, and financial services in distressed urban and rural communities.



The **Financial Crimes Enforcement Network (FinCEN)** supports law enforcement investigative efforts and fosters interagency and global cooperation against domestic and international financial crimes. It also provides U.S. policy makers with strategic analyses of domestic and worldwide trends and patterns.



The **Financial Management Service (FMS)** receives and disburses all public monies, maintains government accounts, and prepares daily and monthly reports on the status of government finances.



The **Inspector General** conducts independent audits, investigations and reviews to help the Treasury Department accomplish its mission; improve its programs and operations; promote economy, efficiency and effectiveness; and prevent and detect fraud and abuse.



The [Treasury Inspector General for Tax Administration \(TIGTA\)](#) provides leadership and coordination and recommends policy for activities designed to promote economy, efficiency, and effectiveness in the administration of the internal revenue laws. TIGTA also recommends policies to prevent and detect fraud and abuse in the programs and operations of the IRS and related entities.



The [Internal Revenue Service \(IRS\)](#) is the largest of Treasury's bureaus. It is responsible for determining, assessing, and collecting internal revenue in the United States.



The [Office of the Comptroller of the Currency \(OCC\)](#) charters, regulates, and supervises national banks to ensure a safe, sound, and competitive banking system that supports the citizens, communities, and economy of the United States.



The [Office of Thrift Supervision \(OTS\)](#) is the primary regulator of all federal and many state-chartered thrift institutions, which include savings banks and savings and loan associations.



The [U.S. Mint](#) designs and manufactures domestic, bullion and foreign coins as well as commemorative medals and other numismatic items. The Mint also distributes U.S. coins to the Federal Reserve banks as well as maintains physical custody and protection of our nation's silver and gold assets.

### *Treasury Offices*

The Treasury Offices are composed of divisions headed by Assistant Secretaries and Under Secretaries who are primarily responsible for policy formulation and overall management of the Treasury Department.



[Domestic Finance](#) advises and assists in areas of domestic finance, banking, and other related economic matters. It develops policies and guidance for Treasury Department activities in the areas of financial institutions, federal debt finance, financial regulation, and capital markets.



[Economic Policy](#) reports on current and prospective economic developments and assists in the determination of appropriate economic policies. The office is responsible for the review and analysis of both domestic and international economic issues and developments in the financial markets.





**General Counsel** provides legal and policy advice to the Secretary and other senior Departmental officials. The General Counsel also is the head of the Treasury Legal Division, a separate bureau within the Department that includes all legal counsels of the Treasury Department and their staff.



**International Affairs** protects and supports U.S. economic prosperity by strengthening the external environment for U.S. growth, preventing and mitigating global financial instability, and managing key global challenges.



**Management/CFO** is responsible for the internal management and policy of the Department in the areas of budget, planning, human resources, information and technology management, financial management and accounting, procurement, privacy, records, and administrative services to Departmental (Headquarters) Offices.



**Public Affairs** develops and implements communications strategy for the Department and advises officials within the Department and its bureaus how best to communicate issues and priorities of public interest.



**Tax Policy** develops and implements tax policies and programs; reviews regulations and rulings to administer the Internal Revenue Code, negotiates tax treaties, provides economic and legal policy analysis for domestic and international tax policy decisions. It also provides estimates for the President's budget, fiscal policy decisions, and cash management decisions.



**Terrorism and Financial Intelligence (TFI)** develops and implements U.S. government strategies to combat terrorist financing domestically and internationally, develops and implements the National Money Laundering Strategy as well as other policies and programs to fight financial crimes.



**Treasurer of the United States** advises the Secretary on matters relating to coinage, currency and the production of other instruments by the United States. In addition, the Treasurer serves as a senior advisor and representative of the Treasury on behalf of the Secretary in the areas of community development and public engagement.

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**Appendix B: List of Treasury Datasets on Data.gov**

Title	Subagency
Tax Year 1992 Private Foundations Study	Internal Revenue Service
Tax Year 1993 Private Foundations Study	Internal Revenue Service
Tax Year 1994 Private Foundations Study	Internal Revenue Service
Tax Year 1995 Private Foundations Study	Internal Revenue Service
Tax Year 1996 Private Foundations Study	Internal Revenue Service
Tax Year 1997 Private Foundations Study	Internal Revenue Service
Tax Year 1998 Private Foundations Study	Internal Revenue Service
Tax Year 1999 Private Foundations Study	Internal Revenue Service
Tax Year 2000 Private Foundations Study	Internal Revenue Service
Tax Year 2001 Private Foundations Study	Internal Revenue Service
Tax Year 2002 Private Foundations Study	Internal Revenue Service
Tax Year 2003 Private Foundations Study	Internal Revenue Service
Tax Year 2004 Private Foundations Study	Internal Revenue Service
Tax Year 2005 Private Foundations Study	Internal Revenue Service
Tax Year 1992 SOI Exempt Organization Study	Internal Revenue Service
Tax Year 1993 SOI Exempt Organization Study	Internal Revenue Service
Tax Year 1994 SOI Exempt Organization Study	Internal Revenue Service
Tax Year 1995 SOI Exempt Organization Study	Internal Revenue Service
Tax Year 1996 SOI Exempt Organization Study	Internal Revenue Service
Tax Year 1997 SOI Exempt Organization Study	Internal Revenue Service
Tax Year 1998 SOI Exempt Organization Study	Internal Revenue Service
Tax Year 1999 SOI Exempt Organization Study	Internal Revenue Service
Tax Year 2000 SOI Exempt Organization Study	Internal Revenue Service
Tax Year 2001 SOI Exempt Organization Study	Internal Revenue Service
Tax Year 2002 SOI Exempt Organization Study	Internal Revenue Service
Tax Year 2003 SOI Exempt Organization Study	Internal Revenue Service
Tax Year 2004 SOI Exempt Organization Study	Internal Revenue Service
Tax Year 2005 SOI Exempt Organization Study	Internal Revenue Service
Interest Rate Statistics - Daily Treasury Bills Rates (Current month)	
Interest Rate Statistics - Daily Treasury Bills Rates (Current year)	
Interest Rate Statistics - Daily Treasury Bills Rates (2008)	
Interest Rate Statistics - Daily Treasury Bills Rates (2007)	
Interest Rate Statistics - Daily Treasury Bills Rates (2006)	
Interest Rate Statistics - Daily Treasury Bills Rates (2005)	
Interest Rate Statistics - Daily Treasury Bills Rates (2004)	
Interest Rate Statistics - Daily Treasury Bills Rates (2003)	
Interest Rate Statistics - Daily Treasury Bills Rates (2002)	

Title	Subagency
Interest Rate Statistics - Daily Treasury Long-Term Rates (Current month)	
Interest Rate Statistics - Daily Treasury Long-Term Rates (2000 - Current year)	
Interest Rate Statistics - Daily Treasury Real Long Term Rates (Current month)	
Interest Rate Statistics - Daily Treasury Real Long Term Rates (2003 - Current Year)	
Interest Rate Statistics - Daily Treasury Real Yield Curve Rates (Current month)	
Interest Rate Statistics - Daily Treasury Real Yield Curve Rates (2003 - Current year)	
Interest Rate Statistics - Daily Treasury Yield Curve Rates (Current month)	
Interest Rate Statistics - Daily Treasury Yield Curve Rates (Current year)	
Interest Rate Statistics - Daily Treasury Yield Curve Rates (2008)	
Interest Rate Statistics - Daily Treasury Yield Curve Rates (2007)	
Interest Rate Statistics - Daily Treasury Yield Curve Rates (2006)	
Interest Rate Statistics - Daily Treasury Yield Curve Rates (2005)	
Interest Rate Statistics - Daily Treasury Yield Curve Rates (2004)	
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Interest Rate Statistics - Daily Treasury Yield Curve Rates (1993)	
Interest Rate Statistics - Daily Treasury Yield Curve Rates (1992)	
Interest Rate Statistics - Daily Treasury Yield Curve Rates (1991)	
Interest Rate Statistics - Daily Treasury Yield Curve Rates (1990)	
Treasury Securities Auction Results	Bureau of the Public Debt
Savings Bond Issues, Redemptions, and Maturities by Series	Bureau of the Public Debt
Marketable securities and savings bonds issued in TreasuryDirect	Bureau of the Public Debt
Marketable securities and savings bonds issued in TreasuryDirect	Bureau of the Public Debt
Tax Year 2006 SOI Exempt Organization Study	Internal Revenue Service
Treasury Recovery Act Data	
2007-2008 County-to-County Migration Inflow	Internal Revenue Service
2007-2008 County-to-County Migration Outflow	Internal Revenue Service
2007-2008 State-to-State Migration Inflow	Internal Revenue Service
2007-2008 State-to-State Migration Outflow	Internal Revenue Service
Quarterly Report on Bank Derivatives Activities	
Tax Year 2006 SOI Private Foundation Study	Internal Revenue Service

Title	Subagency
FinancialStability.gov TARP Transactions Data: Asset Guarantee Program	
FinancialStability.gov TARP Transactions Data: Automotive Industry Financing Program	
FinancialStability.gov TARP Transactions Data: Automotive Supplier Support Program	
FinancialStability.gov TARP Transactions Data: Consumer Business and Lending Initiative Investment Program	
FinancialStability.gov TARP Transactions Data: Capital Purchase Program	
FinancialStability.gov TARP Transactions Data: Home Affordable Modification Program	
FinancialStability.gov TARP Transactions Data: Public-Private Investment Program	
FinancialStability.gov TARP Transactions Data: Systemically Significant Failing Institutions Program	
FinancialStability.gov TARP Transactions Data: Targeted Investment Program	
Treasury Recovery Act Data	
Tax Year 2007 County Income Data	Internal Revenue Service
Record Setting Auction Data	Bureau of the Public Debt
Treasury Recovery Act Data	

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10. Paperwork Reduction Act, Pub. L. No. 104-13, section 3506(d), [http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=104\\_cong\\_public\\_laws&docid=f:publ13.pdf](http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=104_cong_public_laws&docid=f:publ13.pdf)
11. 36 CFR Subchapter B – Records Management, <http://www.archives.gov/about/regulations/subchapter/b.html>
12. E-Government Act of 2002, Pub. L. No. 107-347, section 207(e), [http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=107\\_cong\\_public\\_laws&docid=f:publ347.pdf](http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=107_cong_public_laws&docid=f:publ347.pdf)
13. Executive Order 12958, Classified National Security Information, <http://www.archives.gov/isoo/policy-documents/eo-12958-amendment.html>

**Caveat:** Nothing in this directive shall be construed to supersede existing requirements for review and clearance of pre-decisional information by the Director of the Office of Management and Budget relating to legislative, budgetary, administrative, and regulatory materials. Moreover, nothing in this Directive shall be construed to suggest that the presumption of openness precludes the legitimate protection of information whose release would threaten national security, invade personal privacy, breach confidentiality, or damage other genuinely compelling interests.